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## Internal communication online

Development project of an intranet in the use of HR communication. Case: Peab Oy.

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<p>The use of intranets as a communication channel for internal communication has become increasingly common in organisations. Sharing information relating to for example employment is easy and effective when the intranet has been constructed in such a fashion, that its use is pleasant and fast. However, intranets are often crammed with outdated information and the structure of content does not correlate to the users' need and the required content and hierarchy of information. The relevance of this study is justified through these facts.</p> <p>This thesis examines the key problematic issues with Peab Oy's internal communications in the company's intranet, with the focus on its human resource management related communication. The thesis provides suggestions for the development of the user experience of the company's HR communication in their intranet. The objective of the study was to map out the difficulties that users are facing when looking for information on Peab's intranet's HR site, and to provide suggestions for solutions to enhance the site's usability and thus improve the user experience.</p> <p>This study includes theories of organisational communication and the communication process with a focus on internal communication and on communication barriers. The theoretical framework also includes technical aspects of online communication and the improvement of usability of intranets.</p> <p>This research found challenges in the navigation structure and information relevance in Peab's intranet. Users faced problems in finding information on the HR site. Potential improvement points were suggested for the clarification of the navigation structure as well as the content of the site.</p>	
Keywords	Organisational communication, human resource management, intranet, user experience

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# 1 Introduction

The use of intranets as a communication channel has increased significantly in recent years, and it is often used daily as an information source and a communication tool for internal communication within an organisation. Intranets often contain vast amounts of information that have been uploaded there over several years. As a result, the hierarchy of data might not correspond to today's needs. (Kortesuo, 2009.)

## 1.1 Research problem and study aim

This thesis is commissioned by Peab Oy, and the topic is employee communication in Peab Oy. The company has approximately 800 employees in 8 locations in Finland, and most internal employee-related information is shared in the organisation's intranet website. Employees have expressed their dissatisfaction with the intranet as a communication channel, and the Development Manager has asked me to identify the causes of dissatisfaction and to give suggestions for solutions to enhancing employee related communication in Peab Oy's intranet.

Exploratory research has been chosen as the research method in this study, and the study has been targeted at all the employees of Peab Oy. Web analytics on the use of Mappi's Human Resources (HR) site have been obtained from Google Analytics, and a survey was conducted to map out the specific problems that users are facing when using Peab Oy's intranet. The main research question is: "what needs to be done to enhance the user experience of Peab Oy's intranet as a communication channel?"

To aid in approaching the research question, a set of complementary questions have been formulated:

1. What is the employees' opinion on the usability of Mappi's HR site?
2. What problems are employees facing when searching for information on employment related matters?
3. What improvements would the employees like to see?
4. What are the suggested improvements to enhance Peab Oy's intranet's usability?

The findings of this study are beneficial to the employees of Peab Oy in employment related internal communication. The solution suggestions provided in this thesis will improve the user experience for Peab Oy's intranet as a communication channel. The HR department of Peab Oy will benefit from this study by gaining suggestions for improving internal communications. Moreover, companies facing similar challenges with online internal communication can also benefit from the suggested solutions provided.

## 1.2 Theoretical framework

The theoretical framework for this thesis consists of the communication process, organisational communication, intercultural communication, the organisational planning of communication, human resource management, and web usability. Communication process refers to the technical aspects of communication and information flow between the communicating participants. Organisational communication refers to the theories of members of an organisation communicating with each other. Intercultural communication covers the aspects of communication between different cultures. Communication planning refers to the theories behind structured planning of effective organisational communication. Human resource management covers aspects of employee-related information sharing within an organisation. Finally, web usability explains the functions of intranets and provides examples for online communication development.

## 1.3 Literature review

This research has been based on the understanding of theories behind organisational communication and its enhancement, with a focus on employee communication online. The validity of this study is therefore explained through theory.

Much of the literature referring to communication as a process describes the process itself from a theoretical perspective, disregarding the effects of technological development such as the increasing variety of communication channels. The basic communication process theory used in this study is the Shannon Weaver Model of Communication as presented by Huczynski and Buchanan in *Organizational Behaviour: An Introductory Text* (2007). Despite being initially published in 1948, the model is evaluated to be relevant for this study, as it is still widely used as the basis of theoretical explanations of the communication process. To support Huczynski and Buchanan's

explanations of the theory, McKenna's *Business Psychology and Organisational Behaviour* (2006) has been used. McKenna cites multiple authors, and these secondary sources have been used as support for this study to provide more depth to the explanation of the communication process. Furthermore, Miller's (2009) work has been used to provide criticism of the Shannon Weaver Model of Communication.

Much of the current literature on organisational communication as a theory is based upon older studies that are evaluated as relevant to the science today. The problem with older studies, however, is that they focus on communication through channels such as printed material or company radio channels. These communication channels are outdated in today's corporate world. The Institute of Internal Communication, the International Communication Association, the European Association of Internal Communication, and other such institutes and associations could provide more recent studies on internal and organisational communication. However, only members can access these journals, and therefore these journals have not been utilised in this study.

As this thesis has been commissioned by a Finnish company, much of the literature used for the framework of organisational communication is Finnish. Finnish literature is easily available, and the content has been evaluated to be convenient for the purpose of this study. The theories provided in the Finnish literature are applicable to the organisational culture and communication methods within the commissioning company. As explained in section 2.4, cultural differences can cause errors in communication, and therefore theories on communication in other cultures have not been used in this study. Authors such as Juholin (1999, 2009a & 2009b), Isohookana (2007) and Kortesoja (2009) are widely referenced in Finnish communication studies and literature and have therefore been cited in this study. Juholin's *Sisäinen viestintä* (translated as *Internal communication*) dates back to 1999 but has nevertheless been evaluated as relevant and current for this study, because the definitions and explanations are clearer than in her newer literature. These newer works, however, support the conclusions of the older works. In addition to the Finnish literature, Bovée and Thill's text book *Excellence in Business Communication* (2016) and peer reviewed articles such as that of Bottazzo's (2005) have been used as framework on internal communication. These publications have been used in order to provide an internationally applicable framework.

Literature on organisational intercultural communication is found in large quantities in text books such as Robbins and Judge's *Organizational Behaviour* (2013) or Lewis's

When Cultures Collide: Leading Across Cultures (2006) and studies by researchers such as Hofstede (2001) and Stohl (2001). Stohl refers to several other studies such as Hall's intercultural communication theory, which have been cited in this thesis to provide a stronger framework on the subject. However, these aforementioned literary works do not provide a critical analysis or justified evaluation of the primary sources used in them, potentially because these sources are widely cited in studies and have been critically evaluated in multiple other studies.

The HRM focus of this study narrows the applicability of theory on organisational communication and organisational commitment, because it excludes references to managerial communication, supervisory communication and team communication, which makes up much of the communication within an organisation. Furthermore, the information communicated to employees varies with every organisation and generalised theories cannot be directly applied to a specific organisation. The communication channels, methods, and styles used within an organisation are dependent on the communicating parties, and in this study Peab's HR department determines the communication objectives, styles, and content. HRM as a theory is briefly covered in section 2.6 with references to text books by Armstrong and Taylor (2014) and Beardwell and Thompson (2014). These international text books were evaluated to provide widely applicable definitions of the subject.

Much of the relevant current literature on user experience is online articles. Printed material such as books tend to be outdated, presumably because of the shift from printed data to online data, especially in extremely fast developing sciences such as technology and IT. Of the available current material only a portion focuses on intranets. Blogs and online articles offer a variety of information on intranets, but much of these is provided for commercial purposes such as marketing and advertising for companies providing services on intranets. The objectivity of these sources is therefore compromised, and as a result such sources have been avoided.

The literature on user experience used for this thesis was evaluated to be current enough and to be applicable theoretically to the commissioning company's case study. Nielsen's book (2002) and online article (2012) have been used as the basis of the theoretical framework regarding intranets. Hashimoto and Clayton (2009) provide an in-depth explanation of the Gestalt theory of visual perception, which has similarly been utilised in this thesis. Additionally, online publications such as Vernekar's (2016) article,



instructional books from Finnish authors such as Kauhanen (2012) and Parkkinen (2002), and research publications from Sinkkonen et al. (2006) have been used to support the theories provided by Nielsen and Hashimoto and Clayton.

#### 1.4 The commissioner

Peab Oy is part of Peab Ab, which is one of the leading construction and civil engineering companies within the Nordic region. The corporation's business areas are construction, real estate development, infra construction, and the industry business sector. The corporation's revenues are €5,2 billion. Figure 1 presents the group's financial information for the year 2017.

##### Group

MSEK	Oct-Dec 2017	Oct-Dec 2016	Jan-Dec 2017	Jan-Dec 2016
Operative net sales <sup>1)</sup>	14,794	13,795	50,267	46,489
Net sales	14,556	13,879	50,090	46,337
Operative operating profit <sup>1)</sup>	774	641	2,425	2,075
Operative operating margin, % <sup>1)</sup>	5.2	4.6	4.8	4.5
Operating profit	742	673	2,405	2,098
Operating margin, %	5.1	4.8	4.8	4.5
Pre-tax profit	814	668	2,445	2,050
Profit for the period	671	561	2,057	1,727
Earnings per share, SEK	2.27	1.90	6.97	5.85
Return on equity, %	21.1 <sup>2)</sup>	20.1 <sup>2)</sup>	21.1	20.1
Net debt	1,216	1,862	1,216	1,862
Equity/assets ratio, %	32.1	29.7	32.1	29.7
Number of employees at the end of the period	14,344	13,869	14,344	13,869

<sup>1)</sup> Operative net sales and operative operating profit are reported according to the percentage of completion method corresponding to segment reporting. Net sales and operating profit are reported according to legal accounting.

<sup>2)</sup> Calculated on rolling 12 months.

Figure 1. Peab's financials for the group. (Peab AB 2018b.)

Peab's stock is listed on NASDAQ Stockholm and has around 33 000 shareholders. In Sweden the company operates in more than 100 districts. Peab employs around 15 000 people in the Nordic area. In Finland, Peab Oy employs around 800 people, and has offices in Helsinki, Turku, Tampere, Seinäjoki, Jyväskylä, Kuopio, Vaasa and Oulu. The HR department is located in Helsinki in the headquarters, and the main channel for internal communication on HR related matters is the intranet. (Peab Oy 2016.)

Peab corporation's values are *developmental, personal, down-to-earth, and reliable*. According to their values the company's operations are innovative and flexible, and they pursue to develop their ways of acting continuously. They utilise their employee skills and knowhow and offer opportunities for professional development, trainings, and job

wellbeing. Employee commitment and participation in the corporation's ways of acting is important. (Peab AB 2018a.)

The corporation does not have an official language, and therefore the language used in Finland is Finnish. The Swedish headquarters determines the codes by which the corporation operates. The corporate culture in Finland is a mixture of the corporation's overall culture and the Finnish culture. According to Hardie (2009), the construction industry is often viewed as being conservative and resistant to change on a global level. The utilisation of innovativeness can be advanced through management practices by strengthening a culture of idea sharing and team working.

#### 1.4.1 The commissioner's intranet

Peab's intranet is used by all of Peab's employees in Finland. The intranet is referred to as Mappi, and its main function is to operate as a communication tool and a databank for information regarding human resource management, common procedures, operational fields, current and archived news, and crisis management. Mappi is the main internal communication channel for general news regarding the entire company. It is the home page for the browsers used on the company computers, and employees are therefore directed to the front page of Mappi whenever they use their work computer to access the web through a browser.

Factors affecting the way users experience the use of Mappi are the professionalism and effectiveness of communication through the intranet, the material and information related to human resource management and its relevance to the users, the employees' organisational behaviour and the company culture, and the interface of the intranet and the way it is operated. The problems Peab is facing arise from the lack of a systematic administration of large amounts of data. This is not uncommon to large companies, and this project aims to provide a useful tool for improving the usability of the data not just with Peab's human resource related communications online, but with any large company's intranet.

For the purpose of this study, the terms related to employment groups have been translated as follows. *Ylempi toimihenkilö* is translated as executive, which according to Dictionary.com (2018) is "a person or group of persons having administrative or supervisory authority in an organization" and "the person or persons in whom the

supreme executive power of a government is vested.” *Toimihenkilö* has been translated as manager, as Dictionary.com (2018) defines manager as “a person who has control or direction of an institution, business, etc., or of a part, division, or phase of it.” *Työntekijä* is translated as employee, who is “a person working for another person or a business firm for pay” according to Dictionary.com (2018).

## 1.5 Glossary

For the purpose of this thesis, the terms below are explained for later reference.

Communication – the exchange of information by speaking, writing or using some other medium.

Google Analytics – A service provided by Google which provides easily understandable data on website traffic.

Internal communication – The sharing of information within an organisation for business purposes.

Intranet – A private computer network for an organisation’s internal information sharing.

Navigation – The links presented on a website through which the user can browse different pages.

Receiver – The communicating party who receives the communicative message, i.e. listener or reader.

Transmitter – The communicating party who sends the communicative message, i.e. speaker or writer.

Usability – Method or theory through which a user and a device’s or a software’s coaction is made more effective and pleasant.

User experience – User’s experience of a product of a service, including usability and emotion.

User session – The time between a user starting an application or entering a website and quitting or leaving it.

User interface – The outlook of a software which makes it easy, efficient, and enjoyable to use.

Webpage – A page on a website, i.e. one page out of the entire website. For example, comparable to a page of a book.

Website – The entire online service consisting of pages which hold separate content. For example, comparable to a book with separate pages.

## **2 Communication within an organisation**

This chapter covers the definitions, structures, and theories relating to communication within an organisation. Communication theories include the communication process, organisational communication, intercultural communication, and the planning of communication.

### **2.1 Communication process**

The communication process is the means by which information is conveyed from a person to another person or a group. The Shannon Weaver Model of Communication has been widely referenced in studies regarding communication. It describes the communication process through explaining the flow of information from the sender to the receiver, while also considering the relevance of context and perceptual filters.

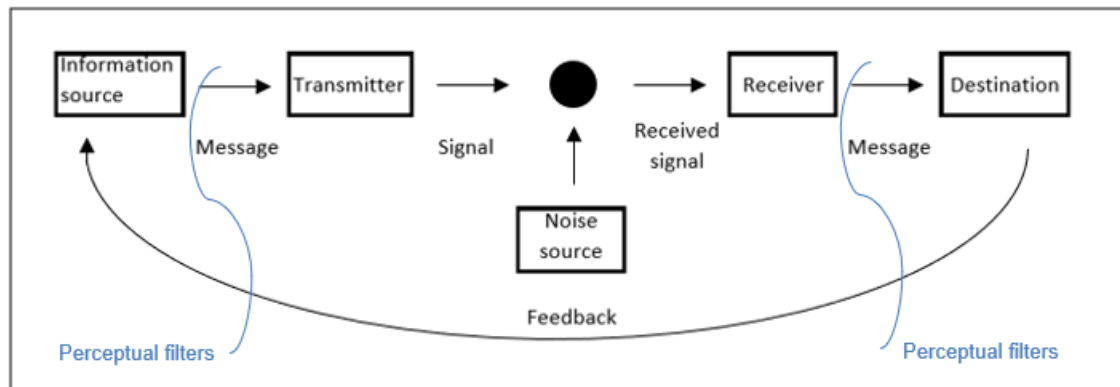


Figure 2. The Shannon Weaver Model of Communication.

The communication begins with a transmitter, also referred to as the sender, coding the message into a specific form, where the language and wording relevant to submitting the message as intended are chosen. The transmitter also chooses whether to communicate the message through verbal or non-verbal channels, i.e. face-to-face, via email, or by telephone. (Huczynski & Buchanan 2007,178.)

As shown in Figure 2, perceptual filters strongly affect the message decoding process. These perceptual filters can for instance comprise of cultural backgrounds, diverted attention, language barriers, or predispositions towards listening. In communication, messages are not received passively but the receiver actively partakes in the communication process by decoding the message. Therefore, the receiver interprets the message according to perceptual filters and the communicational context. (Huczynski & Buchanan 2007,178.)

Perceptual filters are often also referred to as communication barriers. In addition to the aforementioned causes of perceptual filters, these barriers can be caused by the sender's or receiver's inability to think clearly. There may as well be encoding difficulties, where for example the meaning of words can differ between the sender and the receiver, thus obscuring the message. Munter (1993, cited in McKenna 2006, 172) concludes that language difficulties in cross-cultural communication can also cause communication barriers through misunderstandings of words and their meanings. Likewise, these communication barriers can in some cases distort perceptions of the message. (McKenna 2006, 172.) Noise can also act as a barrier or filter, where loud noise can distort the decoding process and the message might be partially or completely misunderstood. Furthermore, distractions such as instant messages and emails or

uncomfortable environments can cause communication barriers (Bovée & Thill 2016, 59).

Eventually, the transmitter or the sender receives feedback from the receiver regarding the message. This feedback can reflect the successfulness of the communication process. If the communication process has been successful and the message has been received in the intended manner, the receiver usually reacts in a manner suitable to the message. If the message has been distorted by noise or perceptual filters and the receiver has misunderstood, the nature of the feedback or the lack or delay of feedback may indicate so. In situations as such, the transmitter may then recode the message to make it easier for the receiver to understand. Feedback is therefore an essential part of estimating the successfulness of the communication process. (Huczynski & Buchanan 2007, 181.)

The Shannon Weaver Model of Communication has been criticised for becoming outdated due to the development of technology and globalisation. More comprehensive communication models are needed to describe the flow of information between the communicating parties. (Miller 2009, 11.) A communication cycle provided by Curtis and Detert (1981, in McKenna 2006, 179) depicts a two-way communication flow, which turns the receiver into a sender of a returned message and the initial sender into a receiver. Miller (2009, 11-12) develops this theory into communication systems and networks to explain today's communication. The use of these models in organisational communication, however, depends on the size of the organisation and the required flow direction of information. Small companies in some cases may well be able to utilise the Shannon Weaver Model of Communication.

## 2.2 Forms of communication

Oral communication is verbal communication face-to-face, in a group situation, or over the telephone. The sender has the possibility to receive direct feedback and provide clarifications based on the received feedback. The advantage of oral communication is that it can easily be personalised, where for example the tone of voice can express emotions or emphasise parts of the message. The disadvantage of oral communication is the absence of record, unless the conversation is recorded on tape. (McKenna 2006, 166.)

Written communication is an impersonal communication method, where the sender does not necessarily have the means to receive feedback or provide requested clarification. However, written communication often provides the possibility for more detailed information in comparison to oral communication, when the sender has the time to thoroughly consider the message output. (McKenna 2006, 166.)

Non-verbal communication consists of all aspects of communication which do not fall under oral or written communication. Body language, intonation and emphasis on words, facial expressions, and the physical distance between the communicating parties are all included in non-verbal communication. Non-verbal communication can provide a fuller meaning to a message sent by oral communication. (McKenna 2006, 166.)

### 2.3 Organisational communication

Organisational communication has been widely studied during the past decades and its relevance to organisational strategies and functions has been recognised. Organisational operations such as recruiting and training employees, procuring material, and contacting customers and stakeholders involve communication (Huczynski & Buchanan 2007, 175-176). Organisational communication stems from internal communication, where the members of the organisation must be able to effectively communicate with each other before being able to communicate with external parties. Communication is one of the basic functions of an organisation. The functionality and therefore survival of an organisation is based upon effective employee relationships, which are built on communication. Communication is the transaction of information, but simultaneously it can be used to express emotions, motivate, create shared identity, and build trust among the organisation. (Berger 2008.)

Organisational communication includes external and internal communication in formal and informal manners. External communication includes stakeholder communication. It covers parties such as shareholders, current and potential customers, potential employees, suppliers, partners, and the media. Internal communication refers to communicational interactions within an organisation. Internal communication can be top-down from management to employees, bottom-up from employees to management, or horizontal within levels. (Bovée & Thill 2016.) The purpose of internal communication is to commit employees to the organisation's policies and ways of acting, to create relationships, to encourage to work towards results, and to prevent conflicts. If the

internal communication within an organisation does not function as it should, it can lead to misguided conclusions and actions. This can in turn affect the organisation's employee atmosphere and wellbeing. (Isohookana 2007, 223.)

It could be argued that satisfaction towards organisational communication leads to satisfaction towards the organisation itself. The satisfaction of employees is therefore an increasingly relevant subject for HRM. Bottazzo (2005) states that employee satisfaction is equal to customer and shareholder satisfaction. Companies have implemented employee satisfaction into their strategic missions, and internal communication is shifting from one-way communication described for example by the Shannon Weaver Model in section 2.1 into two-way communication. This shift in the communication methodology includes a shift in perceptions on employee commitment, where education and training has been developed into motivating and the sharing of responsibilities. Competitive advantage is thus gained from the employees' motivation to achieve the organisation's objectives, mission and visions, and strategies.

## 2.4 Diversity and intercultural communication

Diversity in an organisation is represented by demographic characteristics such as age, gender, sexual orientation, ethnicity, religion, and disability status. Furthermore, differences in thoughts, feelings, and values create diversity. As people learn to know each other, surface-level demographic diversity decreases in importance and the deep-level values and personalities hold a stronger importance in relationships. (Robbins & Judge 2013, 42.)

Culture has many definitions depending on the context. Hofstede (2001, 11) has defined culture as "the collective programming of the mind that distinguishes the members of one group or category of people from another." Stohl (2001, 341), on the other hand, takes this definition further and explains that "culture shapes behaviour and influences communication because it structures one's perceptions and ideas of the world." From this it could therefore be derived that within organisations culture shapes employee behaviour and influences communication through perceptual filters. According to Stohl (2001, 355-356) and Hofstede (2001, 424) working together with different cultures actually highlights and strengthens cultural diversity.



For this study, culture is explained in relation to communication. Hall (1959, cited in Stohl 2001, 351-356) has concluded that culture and communication are related through the elements of time, context, space, message flow, language, and communicative effectiveness.

The perception of *time* varies between cultures. For example, the Northern European cultures have a monochronic view of time, where time is seen as linear and material, whereas Latin cultures see time as polychronic, i.e. non-linear and insubstantial. The perception of time influences scheduling and pace. Monochronic cultures value punctuality and deadlines. People in these cultures often attend to one task at a time. Polychronic cultures, on the other hand, pay little emphasis on deadlines and schedules, and attend to several tasks simultaneously. (Hall 1959, cited in Stohl 2001, 351-356.)

*Context* in communication refers to the kinds of messages that people formulate and understand within a culture. High-context cultures such as Asian cultures often assume that the communicating parties hold pre-attained information relating to the message, and therefore tend to code less in a message. The assumption of pre-attained information comes from the valuation of relationships, which often tend to disclose information. In low-context cultures such as the Finnish culture, the information transmitted in a message is coded, controlled, and specified. The receiver tends to expect more information relating to the context. (Hall 1959, cited in Stohl 2001, 351-356.)

*Space*, referred to as proxemics by Hall (1959, cited in Stohl 2001, 351-356), in intercultural communication relates to non-verbal communication. The social distance, often also referred to as personal space, between communicators that is found acceptable varies between cultures. Generally, the more intimate the relationship between the communicators, the smaller the distance or space between them is. The Northern European culture values space and social distance much like the United States or the United Kingdom, for example.

*Message flow*, according to Hall (1959, cited in Stohl 2001, 351-356), relates to the understanding of appropriateness in communication. Within Asian cultures, for examples, contradiction and negotiation in a business environment is unacceptable. On the contrary, in the Finnish culture, people are often open, honest, and direct to colleagues and to management (Lewis 2006, 336). This is also commonly referred to as the power-distance. In small-power-distance situations or cultures employees and

managers consider each other equal. Organisations in these cultures are often decentralised and low in hierarchy. According to the Power Distance Index presented by Hofstede, Finland, Norway and Sweden rank 66-68 for 74 countries listed on the Index. (Hofstede 2005, 43-44.)

*Language* is often viewed as the most common source of difficulty in multicultural communication (Hall 1959, cited in Stohl 2001, 351-356). Many multicultural companies have chosen a specific language to be their official language used within the company. According to Altman (1989, cited in Stohl 2001, 353) this official language not only reduces translation costs and time, but also minimises cycle time and makes interaction more natural and fluent. Chan (1995, in Stohl 2001, 353) also concludes that official languages build trust, help employees complete their job better, and make the work environment a safer place. As critique to this Hofstede (2001, 425) proposes that having to use a foreign language rather than one's mother tongue may cause problems with perception and understanding. The use of a non-native language may also impose problems on for example users' comfort levels or difficulties in translating concepts.

*Communicative effectiveness* in a multicultural environment can be obtained through several approaches. Some argue that it is best obtained by building cultural synergy or by creating a unified culture as a combination of the existing cultures. Other scholars conclude that the cultural approach, which targets the preservation of individual cultures and cultural identities and values, best allows for individuals to communicate on a level comfortable to them. In addition to these approaches, there are the convergence and divergence approaches. The convergence approach aims to minimise cultural differences and to create organisational structures that work over nations and regions. The divergence approach focuses on maintaining diversity and cultural differences. (Hall 1959, cited in Stohl 2001, 351-356)

## 2.5 Planning communication

As information and communication technologies develop, the demands and requirements towards their functionality increase continuously. As a result, it has been suggested that communication should be implemented into organisational strategic planning. Communication therefore would support the organisation's attempts to accomplish its mission through its strategic goals. (Ferguson 1999, 11.) Juholin (2009b, 99-100) expresses that communication should be a shared everyday activity of the entire

organisation rather than just of the management. To ensure that all members of the organisation understand the aims of communication, communication objectives should be formulated as part of communication planning. These objectives should identify specific objectives for internal communication, such as increased access to information, knowing and understanding the organisation's strategy and objectives, opportunities to influence, and improving the work environment and atmosphere. Understanding the current situation with regard to communication within the organisation aids in the development of a new communication plan. Communication objectives are more easily built on accurate, up-to-date information. (Juholin 2009b, 101.)

Planning the development of communication requires listening to the communicating parties' opinions rather than creating purely theoretical plans. The creation and implementation of effective communication for a specific organisation requires the knowledge and understanding of message receivers and the expectations and previous information they might have. The employees of an organisation are not merely a group of people, but as many individuals as the group has. Each employee belongs to a set of different groups or teams, which all represent the organisation. Additionally, the individuals belong to sets of smaller groups, divided by their professional title, job tasks, work locations, hobbies, age, gender, and other qualities or attributes. Functioning communication requires monitoring and analysis of employee groups and networks. For communication to reach its full potential and fulfill the requirements of employees, it is essential to map out the employees' existing knowledge, attitudes, and presumptions, and what they want to know, and which matters they are willing to discuss. (Juholin 1999.)

Operative planning is a term used for planning and executing procedures when the target groups are known and their needs and wants for information flows and communicational interactions have been recognised. Planning is the process of defining target groups, choosing suitable methods, creating schedules for the process, and defining a budget, resources, and persons in charge. Strategic planning is defining a target goal for operative planning. Defining a goal requires understanding the effects operative plans will have on the organisation in the future. (Juholin 2009a, 54.) The goal can, for example, be the improvement of user experience in the use of an intranet or the communication satisfaction of employees.

## 2.6 Human resource management as a message

Human resource management (HRM) is the field concerning the ways in which people are employed and managed within an organisation. The goals of HRM are to develop human resource strategies that support business strategies, facilitate the development of high-performing organisational cultures, provide skillful and engaged employees to contribute to the organisation's performance and to ensure a positive relationship between employees and management. (Armstrong & Taylor 2014.) HRM involves aspects of job analyses, human resource planning, recruitment, orientation, training and development, performance evaluations, wages and salaries, employment benefits and incentives, job wellbeing, and other subjects related to the human workforce.

HRM is often strategic and the HRM policies underline each other and support the organisation's business strategies. The strategic dimensions of HRM are to align the HRM strategies to the business strategies, and to ensure that the HRM policies and practices are supportive of each other. These policies should in turn create a work climate which motivates employees and increases their commitment to the company, thus linking the HRM strategy to the business strategy. (Beardwell & Thompson 2014, 4.)

## 3 Intranet as a communication channel

This section explains what an intranet is and why organisations choose to use it as a communication channel. This section also provides benefits and disadvantages of intranets in organisational communication. This section will then move on to explaining the basics of how to build a functioning intranet site from the communication point of view.

### 3.1 What is an intranet?

An intranet is a computer network that is developed for private use by the employees of an organisation. An intranet functions as a database for internal documents, and it provides easy access to information and allows for easy sharing of data. Intranets are

valuable communication tools for enhancing an organisation's efficiency through effortless sharing of corporate information. (Vernekar 2016.)

Within today's fast-paced work schedules and hectic work environments, easy and quick access to relevant information is an asset. The existence and use of multiple parallel communication channels contribute to an overload of information and slows down the process of finding required information. (Juholin 2009a, 124.) Intranets as communication channels are time-saving because they allow for information sharing quickly and efficiently regardless of location or time. Likewise, they increase productivity through providing a platform for all relevant information. Intranets are cost-effective mainly since they allow for paperless sharing and storing of data. They provide an opportunity to collect various document formats, ranging from text documents to video and audio. These documents may also include induction programmes, help desk, and other employment and employee-related materials, which increase collaboration between employees and the organisation. (Vernekar 2016.) Hence, intranets can promote organisational cultures and facilitate suitable organisational behaviours.

### 3.2 Building a functioning intranet

In building a functioning intranet, from the users' perspective the most relevant goals are efficiency, minimisation of errors, and the memorability of functions. Employees tend to use intranets daily, which eventually makes them experienced users. As they gain experience their use of the intranet increases in efficiency, thus increasing the work productivity. (Nielsen 2000, 74.)

The user interface and features should correspond to the requirements of its users and the organisation as a business. Intranet functions as a work environment, and therefore the design must consider user needs in a business environment. Employees as users need to be able to utilise the intranet in a way that allows them to work efficiently and productively. Therefore, the usability of the intranet should be fast, and the intranet should be updated regularly to ensure its proper functionality. (Juholin 2009b, 266.)

As in any written communication, in online writing it is necessary to consider the reader's point of view and to adjust the text accordingly in order to attain the most effective outcome for the message. In intranet publications, it should be noted that the messages influence the entire organisation. Alasilta (1998, 52) suggests drafting the message

before publishing it online. Kauhanen (2012) points out that when writing online text, the message should be as open and informative as possible so that the reader or receiver can retrieve a clear message. This minimises the possibilities of misunderstandings and the need for feedback and a recoded message. As organisations increasingly become multicultural, the need to pay attention to the understandability and tone of the message is relevant. However, Parkkinen (2002) recommends using short and informative message in online writing. Short paragraphs should be used as paths to more relevant information when necessary, rather than overloading a website with information.

### 3.2.1 Navigation

Intranets are founded on the concept of navigation. The navigation interface must provide the user with answers to three questions: *where am I*, *where did I come from*, and *where can I go from here*? The most relevant question for enhancing the user experience is *where am I*, because users cannot understand the structure of the web site if they do not know where they are. The location of the user on the content structure is often indicated by demonstrating at least a section of the navigation bar and showing the location of the page the user is viewing. (Nielsen 2000, 188-191.)

The *where did I come from* is often answered by viewing the browser history, hitting the Back-button, or by viewing hyperlink colours on the page to see which ones indicate that the user has already clicked on the link (Nielsen 2000, 188-191). None of these methods are particularly effective when considering user experience, and often cause more confusion than help the user.

Many intranet sites are still haunted by the organisational content structure, where the site content is organised according to the organisation's structures such as departments and silos. The content structure in these cases is often organised from generalised information down to specific information, where the abstract concepts rule the navigation structure and hierarchically lead down to concrete information. However, users often search specifically for the specialised, concrete information such as documents or instructions. (Uimonen 2008, 60.)

### 3.2.2 Visual design

Visual design aims to improve the user experience of a product by considering aspects such as illustrations, typography, photography, space, colour, and layout. It focuses on the aesthetics of a product by enhancing the strategic content through engaging users. The arrangement and layout of visual elements can shape the user experience and help generate certain wanted behaviours that suit the purpose.

In Western countries, visual direction flows from left to right and top to bottom, and therefore naturally the vision is directed towards the left side of the webpage initially. Attention can be drawn to other parts of the page by using colours, fonts, or pictures that catch the user's attention. However, reverting the user's attention to various locations of the webpage can cause strain on the user's perception. (Kuutti 2003.) Therefore, it is advisable to structure the webpage so that the most relevant information is located at the top left corner and the importance of information decreases step by step towards the right side and the bottom of the page.

Sinkkonen et al. (2006) have listed general rules for building a pleasant user experience on an online website:

- Use black text on white background
- Do not cram information
- Do not use background patterns
- Use standard locations for standardised items
- Do not use in-text links
- Use lists

These simple rules help to create a layout which is comfortable to use. Similarity or unity is important in all user interfaces, but especially with intranets, when users visit numerous pages daily. User efficiency is considerably higher if all pages are structured in the same fashion, and the search for information is similar on all pages. The standardisation of the navigation structure and use of links enabled users to easily navigate on the website and find what they are looking for. (Nielsen 2000, 280.)

### 3.2.3 Gestalt theory of visual perception

According to the Gestalt theory of visual perception (in Hashimoto & Clayton 2009, 28), humans automatically look for order between different apparently chaotic elements. People recognise individual parts to be separate elements, but group these items into larger segments, which may result in segments that are very different from the individual elements. The core idea behind the Gestalt theory is that elements belong together unitedly. Designs that lack unity are often chaotic and uncomfortable to use and view.

Unity can be achieved through placement, rhythm, repetition, and continuation. In text writing, placement of lines in relation to each other can affect the unity of the text by affecting the look, shape, and even credibility of the paragraph. The white space between each line is referred to as *leading*. The less leading is used between the lines, the denser and darker the paragraph appears. Using paragraph alignment where lines are either aligned vertically to the left side (*flush*) or vertically aligned on both sides (*justified*) provides unity to the paragraph. (Hashimoto & Clayton 2009, 29).

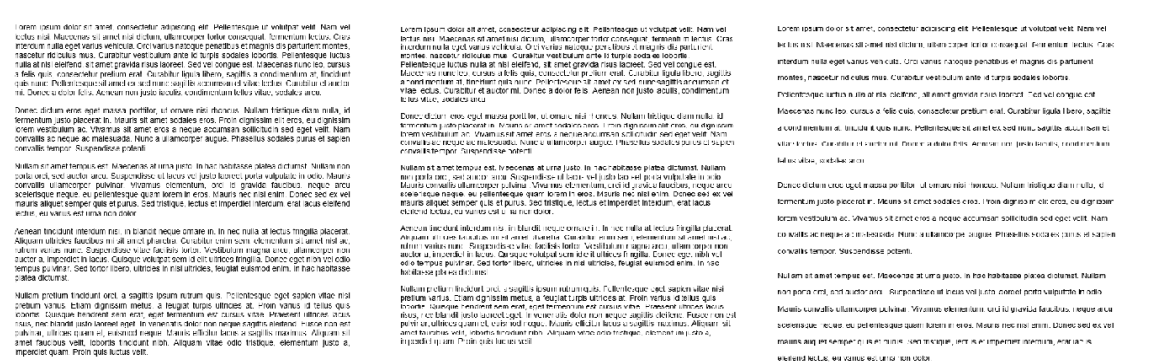


Figure 3. Differences in leading and placement. (Adapted from Hashimoto & Clayton 2009, 31.)

As presented in Figure 3, the differences in line placement provide notable variation in the outlook and therefore readability of text. Placement should be chosen according to the communication medium, the intended receiver of the message - the audience, that is - and the message, to mention a few.

Figure 4 presents ways of placing shapes to create or break unity. When shapes are placed disproportionately to the size of the medium, such as the website as seen on a computer screen, the shapes may create more chaos than unity.



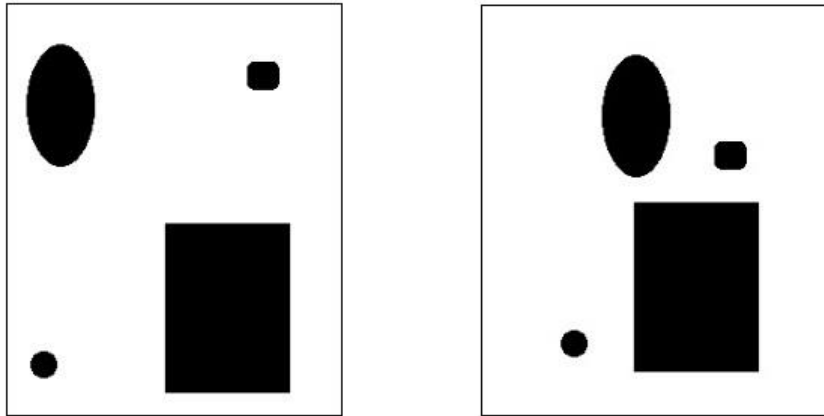


Figure 4. Differences in shape placement. (Adapted from Hashimoto & Clayton 2009, 32.)

As the figure on the left depicts, when elements are placed closer to the edges of a design or medium, they leave unnecessary empty space in the middle, where intuitively the user would look for information according to the visual direction flow explained in section 3.2.1. The user might thus be confused with the relevance of information due to the inappropriate placement of elements. The figure on the right, however, shows how elements placed closer to each and brought to the centre of the medium create unity.

#### 3.2.4 Writing online

One of the most common problems with website use is that users often unintentionally end up viewing sites that they did not wish to view, because of poor and ineffective titling of links and web pages (Alasilta 1998, 92). The title and lead paragraph catch the reader's attention and give the reader a summary of the content of the text. To save the readers' time and effort, the key points or even the conclusion should be placed in the lead paragraph of the text. The text should be constructed in a pyramid form, where the importance of content decreases towards the end of text. (Garrett 2011, 111-115).

According to Bovée and Thill (2016, 237), online services such as intranets provide the possibility for large quantities of reference material. This material is often numerical or textual that readers skim through to find particular information rather than read through long chunks of text in a linear way. Short paragraphs, clear lists, and the use of subheadings to divide longer text blocks helps the reader scan for key words (Garrett 2011, 111-115). To further appeal to the reader, especially when the message is instructive, the text should address the reader as 'you'. The you-form appeals to readers

and makes the text appear more personal. This motivates the reader to continue reading and following the given instructions. (Kortesuo 2009, 22.)

## **4 Research for commissioner**

This study is research-based. This chapter will explain the issues that users are having with Peab Oy's intranet. This chapter will also explain the research approach chosen and the data collection methods used. The reliability and validity of these methods are also assessed.

### **4.1 Peab Oy's intranet**

Peab Oy has an intranet with approximately 800 users. Its main function is to operate as a communication tool and a databank for information regarding Human Resource Management, common procedures, operational fields, current and archived news, and crisis management. The key employee groups using Peab's intranet are the managerial employees, functionaries, and the employees. The language used in the intranet is Finnish.

#### **4.1.1 Introduction to Mappi**

Figure 5 depicts Mappi's HR site at the start of the research project. The entire intranet is built hierarchically so that each link on the left side of the page leads to another page with more detail on the subject. Additional links to further information regarding the subject are then found at the bottom of the new page as shortcuts.

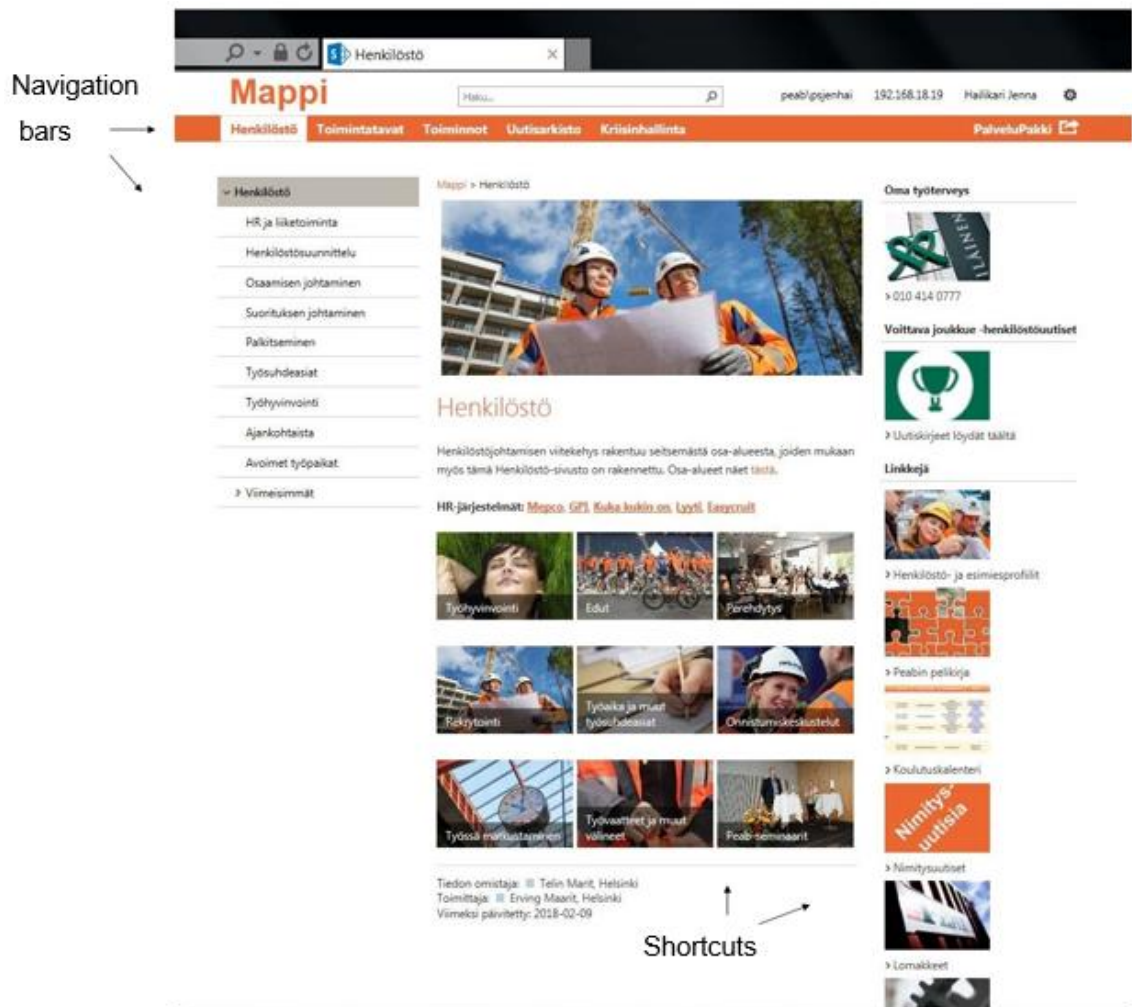


Figure 5. Mappi's HR site on 10 February 2018.

As seen in Figure 5, the main navigation bar is on the left. The page content is always presented in the middle of the page, and some relevant shortcuts have been brought to the middle and right side of the page as well. Some of these shortcuts lead to pages which can be found by using the main navigation bar as well, while others are only available via the shortcuts. Some pages have shortcuts in the middle but none on the right side.



Figure 6. Peab's framework for their HR divisions. Source: Mappi 10 February 2018.

The structure of the HR site has been based on the framework of the HR divisions presented in Figure 6. The colours, fonts and the entire style is determined by the company culture and its official use of colours. These norms arise from the Swedish Peab Ab, which determines the outlook as well as the service provider for the intranet used by Peab Oy in Finland.

#### 4.1.2 Defining the issues

According to Nielsen (2012) usability is a matter of employee productivity, and the time and effort users put into browsing an intranet for information is wasted resources for the company. In light of this, Peab Oy wished to improve their intranet user experience.

An unofficial interview with the Development Manager was held at the start of this research project on 9 November 2017 in order to map out the problems that the HR department considers employees to have with the use of the HR site. According to the HR department, employees have stated that they find Mappi's HR site confusing and unpleasant to use. The most commonly encountered difficulties involve:

- Difficulty in finding documents
- Difficulty in understanding titles of links
- Information for superiors disturbs employees and clusters the site

The users have expressed that they find it difficult to find information with the amount of links and pictures. The index page of the HR site links to further pages on the left side navigation bar, at the bottom of the page, and on the right side of the page. Some of these links are doubles, others complementary links. Likewise, there are difficulties in finding necessary documentations regarding employment-related matters. The HR department was also wondering whether it would make sense to present new information and documentation separately somewhere.

The study objectives presented in chapter 1.1 of this research have been derived from the unofficial interview at the start of this research, and from these main issues covered in this section. This research affects all the employees at Peab Oy who use Mappi as a channel for internal communication.

## 4.2 Research approach

This study was conducted through quantitative research. The methodological choice was multi-method, and the research strategies were web data collection and a self-administered survey.

Quantitative research is often based on a deductive process where the variables are known, and the research proceeds from general to specific. The data collection is structured, and it aims to predict and explain relationships through generalisations. (Creswell 1994 in Hirsjärvi & Hurme 2009, 25.) The research is feasible only when the studied phenomenon has become clear and illustratable. Surveys are often used as the research method to gather information on the phenomenon. (Kananen 2011, 18.). Qualitative research, on the other hand, is based on an inductive process, where the research proceeds from specific to general, whilst addressing several factors which may influence the outcome of the study. Data collection is flexible and unstructured. The research aims to attain a generalised understanding of the situation. (Creswell 1994 in Hirsjärvi & Hurme 2009, 25.)

This research approach was chosen in order to map out the underlying problems that users are facing with Mappi. The first data collection method used was web analytics by using Google Analytics as the source of data. Web analytics is a continuously developing research method for data collection, analysis, and interpretation. The data such as website traffic can be gathered with modest effort from a reliable source such as Google

Analytics, and the data is often presented in a form understandable to not only experts but common members of an organisation as well. It provides quantitative data on behaviour and actions of users and describes what users are doing on the investigated website. (De Veirman, 2011.)

A survey was then built on top of the interpretations from web analytics and conducted to understand possible patterns or generalisations. Surveys provide a means to understand the attitudes of the population in regard to the studied subject. It was estimated that the use of a multi-method qualitative study would best eliminate weaknesses associated with the use of a mono-method quantitative study, where only a single data collection technique such as a survey is used to gather data. Additionally, a multi-method qualitative study was estimated to provide scope to data collection, and to provide a wider and deeper data set for analysis and interpretation. (Saunders et al. 2016, 166.)

The research question and the investigative questions have been introduced in section 1.1 and further discussed in section 4.1.2. The investigative questions were used as a basis for developing the survey questions, and the survey aims to provide answers to these questions. These questions solely focus on Peab Oy's employees' experiences of internal employee-related communication in Mappi. This point of view was chosen as a starting point to provide a framework for theory on the subject.

The theoretical study was chosen to cover the topic of communication within an organisation. The subtopics of organisational communication, intercultural communication, planning communication, and HRM as part of internal communication were deemed to be relevant for the purpose of improving the user experience of Mappi's HR site. Furthermore, theory on creating a good user experience on an intranet site was covered to benefit the commissioning company as well as to provide insight into the framework behind the practicalities of communication on intranets.

#### 4.3 Data collection

The primary data was collected through Google Analytics's web analytics tool and a self-administrated survey. The survey was designed and structured to be a continuation to the data gathered from Google Analytics, and was therefore presumed to support the findings from the web data analysis, and to provide more specific information regarding

the subject. The population of the research has been formed by the employees of Peab Oy who use Mappi.

Survey was also chosen as a data collection method. As Saunders et al. (2016, 182) explain, surveys allow for effortless collection of standardised data, which in turn creates easy comparability. Surveys can be used to suggest causes for relationships between studied variables. The use of probability sampling helps formulate statistical representatives of the entire population.

The survey, as presented in Appendix 1, consisted of closed and open questions, which I designed as a result of the findings from the web analytics. Closed questions were used to determine general patterns in the population's attitudes through an easy comparison of data. Open questions were used to support certain questions by giving the respondents the opportunity to specify why they gave a certain answer. These open question answers have later been used as improvement suggestions for the commissioning company. The survey was conducted in Finnish in accordance with the company language.

Anonymous self-selection sampling was used to select samples from the population. In order to gain a wide range of results from employees in different position and locations, the survey was sent to all of Peab's employees with a corporate email. Altogether that totaled 790 employees across the country, in 8 different geographic locations. Participants were asked their location and employment group to understand the possible correlation between difficulties in using Mappi and the user's employment group. Demographics were not deemed important for the results of this study on any other respect and were therefore deliberately chosen to be kept at a low level. Additionally, it was evaluated important for respondents to maintain their anonymity and thus have a sense of security in answering sincerely.

The survey was first designed by me and approved by the HR and communication departments. It was then built in Webropol by the Development Manager under my supervision, following my requests for question types. The data collection was conducted by email during a previously agreed time-period of 6.2.2018-16.2.2018. The response time was evaluated as being long enough based on prior experiences of surveying the employees of Peab. I had no control over sharing the survey link and cover letter to the population, as it was sent by the Development Manager through email via an online

software used for sending mass emails internally to the employees of Peab Oy. I was responsible for designing the cover letter, which is presented in Figure 7. The lack of personal control over the sending of the survey may potentially cause delays or mistakes in sending the survey. In this case, however, the agreed dates were met and the survey sent according to plan.

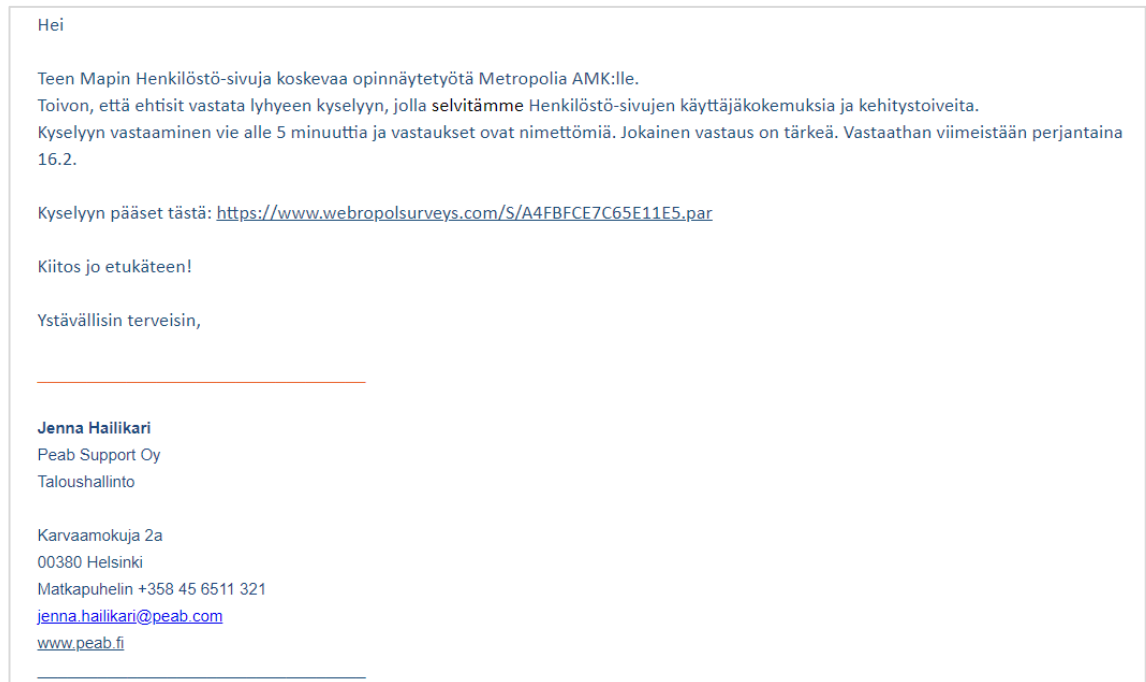


Figure 7. Cover letter for survey sent by email.

The survey, as presented in Appendix 1, aims to uncover some of the attitudes behind the perceived difficulties in using Mappi's HR site. The response time was 10 days, after which the answers were retrieved from Webropol. No reminder email was sent as most of the answers were received within the first week, and the response rate was evaluated to be high enough. Of the 116 respondents 62 were based in the Helsinki region, 12 in Tampere, 10 in Seinäjoki, 9 in Vaasa, 9 in Turku, 7 in Jyväskylä, 3 in Oulu, 2 in Kuopio, and 2 respondents answered "Other" as their location. Of the 116 respondents 30 worked on a managerial level, 82 as functionaries, and 4 as employees. Other demographics were not inquired.

The population size was 790 and the confidence level was deemed to be 95%. The total sample size attained using self-selection sampling turned out at 116. The margin of error, therefore, is  $\pm 8\%$ . The response rate has generally been approximately 20% for surveys conducted for the employees of Peab Oy. The response rate in this study was



approximately 15%, which is somewhat lower than anticipated, but provided enough responses to analyse.

#### 4.4 Resources

I was responsible for formulating the survey questions and the email through which the survey was sent. The Development Manager was responsible for creating the survey in Webropol with my assistance. The Development Manager was also responsible for sending the email and link to the survey on a specified date. There were no direct costs to formulating or sending the survey.

Peab Oy's IT Coach provided statistics on the use of Mappi, obtained from Google Analytics in the form of Excel spreadsheets. I analysed these statistics and provide a coherent summary of the findings in relation to the usability and user statistics on Mappi's HR site. This research method had no direct costs. This research should hold no other resource requirements for its successful completion.

#### 4.5 Reliability and validity

The reliability and validity of a research provide an evaluation of its quality. Reliability refers to the replicability of the research, where the possibility to later replicate the study is assessed. Validity refers to the evaluation of the appropriateness of the research in terms of methodology, accuracy of result analysis, and the generalisability of the findings. (Saunders et al. 2016, 202.)

As discussed earlier in this study, an unofficial interview was held with the Development Manager prior to formulating the research question or the investigative questions. The purpose of this interview was to map out the potential problems that users were having with Mappi, and to propose an aim and a desired level of outcome for this study. The interview was also held to increase the reliability and validity of this study and to ensure that it would provide useful solutions to the commissioner while also being replicable later, if need be. Based on this interview the investigative questions were formulated and the theoretical framework was formed.

First data from Google Analytics was gathered to understand the generalised user needs on Mappi's HR site. Based on this data it was assessed that surveys would provide the most reliable exploratory data for this study. The survey was chosen to reach as large a sample group as possible, and to gain quantitative data on the attitudes that the population has towards the use of Mappi in HR communication. The questions in the survey were mainly closed questions, but two open-ended questions were provided to enable respondents to describe the reasons for the answers. The purpose of these open-ended questions was to eliminate uncertainties provided by the closed questions in the survey and to gain a deeper insight into the attitudes and problems that the population has in the use of Mappi. The answers from the open-ended questions were estimated to be valuable for the purpose of providing specific, good quality improvement suggestions for the commissioner.

The web analytics data has been retrieved from Google Analytics in Excel form, and it is also available for later reference in Google Analytics. The survey results have been retrieved from Webropol in an Excel form as well as a PowerPoint slideshow presenting the results in graphic form. The answers are therefore available for later reference and further investigation. This also allowed for accurate comparison and quotation of data in this study.

The respondents were assured of anonymity when answering the survey. Anonymity was guaranteed in order to avoid any negative impacts that their fears of revealing negative attitudes towards the company's internal communication could pose. Fear of being exposed and possibly punished for expressing their honest opinions could distort the reliability and validity of the study. As the survey was conducted online in a written form rather than orally in a public space, the anonymity of the answers could easily be ensured.

The survey was conducted in Finnish as the company language is Finnish. However, some of the population may not have Finnish as their first language, but rather for example Swedish, Russian, or Estonian. The language choices used in the survey was deliberately kept to common diction and the questions were expressed clearly, without the use of jargon, so that language would not cause problems with the respondents and thus compromise the reliability and validity of the research.

A potentially harmful factor for the reliability and validity of the research is the uneven knowledge and user experience of the respondents with regard to Mappi's HR site. Some of the employee population is bound to visit Mappi on a regular basis, possibly even daily, and thus be more familiar with the information structure and locations than employees who only visit Mappi occasionally. To minimise the negative effects on response reliability, a question regarding the frequency of use of Mappi's HR related information has been asked in the survey. For reference see Appendix 1, question 3, and chapter 5.2, graph 10. As stated earlier, the confidence level for the survey was estimated to be 95%, thus leaving room for error.

Additionally, my own aims and beliefs can affect the reliability and validity of this study. I have been working for the commissioning company during the study and will continue to do so after the publication of the study. Therefore, I may be drawn to present the findings rather too favourably to the company to avoid placing myself in an unfavourable position. As a regular user of Mappi, however, I think that the suggested improvements will benefit me as well as the entire company, and I will therefore aim to present as realistic a picture of the situation as possible, and to provide useful improvement suggestions for the company.

## **5 Google Analytics and survey results**

This chapter will go over the main findings from the web analytics provided by Google Analytics as well as data gathered from the self-administrated survey. Possible reasons for the results have also been discussed in this chapter.

### **5.1 Web analytics**

Data on user paths was obtained from Google Analytics by Peab's IT Coach. I was present while the data was selected and obtained. The data was obtained from the time-period of 1.8-31.10.2017.

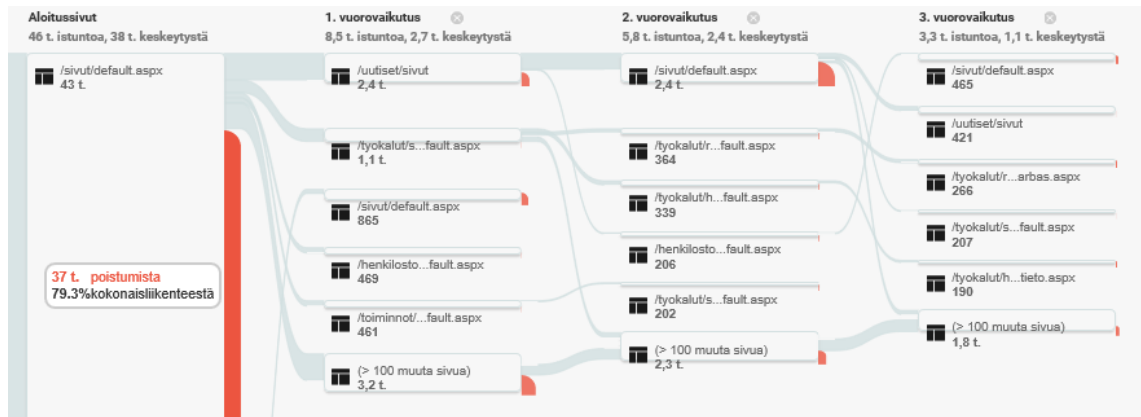


Figure 8. Mappi's visitors' paths between 1.8.2017-31.10.2017 as shown in Google Analytics.

Mappi is by default set as the home page for every Peab user in their work computer in Internet Explorer. As depicted in Figure 8, 5.52% of Mappi's sessions (469 sessions out of 8500) have navigated from Mappi's front page to the HR site. Likewise, out of those 2,400 sessions which navigated from Mappi's front page first to the news section 8.58% (206 sessions) then navigated to the HR site.

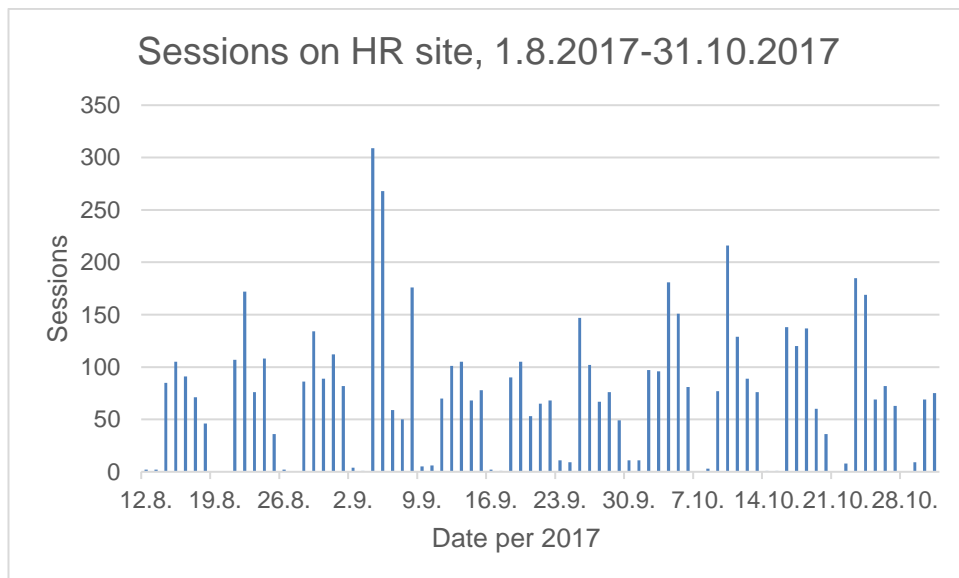


Figure 9. Visitor sessions on HR site's front page between 1.8.2017-31.10.2017.

Between the given time-period there is a clear correlation with the weekdays and weekends, as visible on Figure 9. Saturdays and Sundays have only a few visitors, while Mondays and Tuesdays tend to obtain most of the activity on Mappi. Activity on Mappi seems to decrease towards the ends of working weeks.

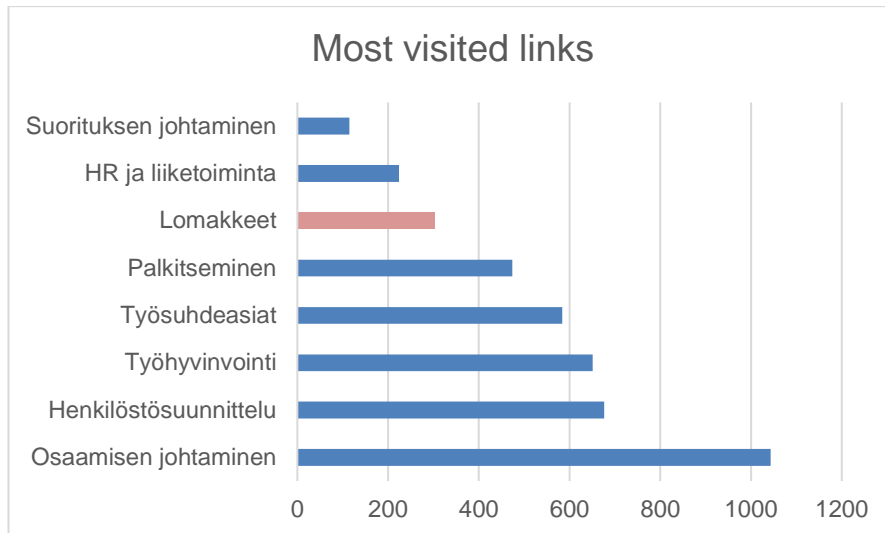


Figure 10. Most visited links on Mappi's HR site between 1.8-31.10.2017.

Figure 10 represents the navigation activity on the HR site. The graph presents the clicks on links provided on the front page of the HR site. Users have navigated from the front page to *Osaamisen johtaminen* (Leading competence) over a thousand times over the time-period. *Henkilöstösuunnittelu* (HR planning), *Työhyvinvointi* (Job wellbeing), and *Työsuhteasiat* (Employment matters) have also been actively visited and viewed.

Interestingly, the link *Lomakkeet* (Documents) has been viewed regularly. The link is not part of the main navigation bar but there is a shortcut to the documents page on the front page of the HR site. The bar on Graph 2 has been indicated in a different colour to present the difference in navigation logic.

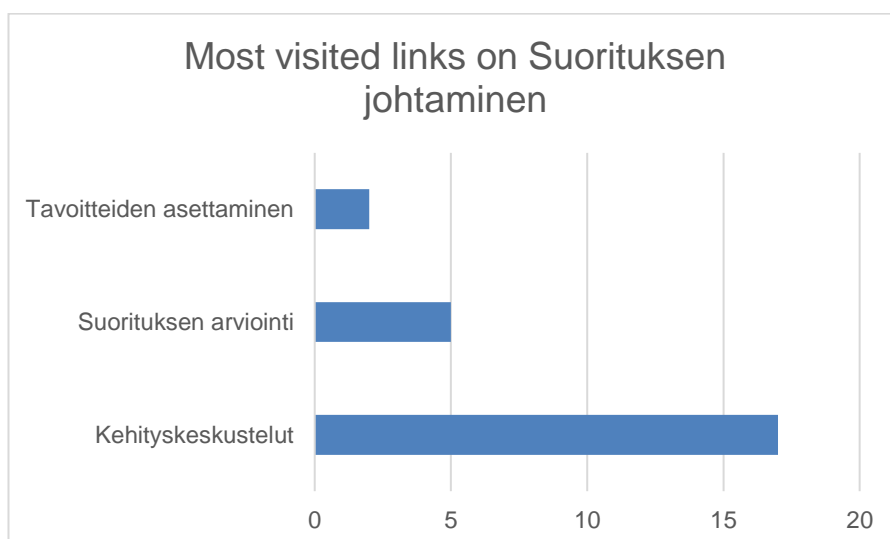


Figure 11. Most visited links on page *Suorituksen johtaminen* (Leading performance)

Figure 11 presents the most visited links on page *Suorituksen johtaminen* (Leading performance). *Suorituksen johtaminen* was the least viewed page under the HR site. The information that users searched for on the page was evidently most often *Kehityskeskustelut* (Improvement discussions).

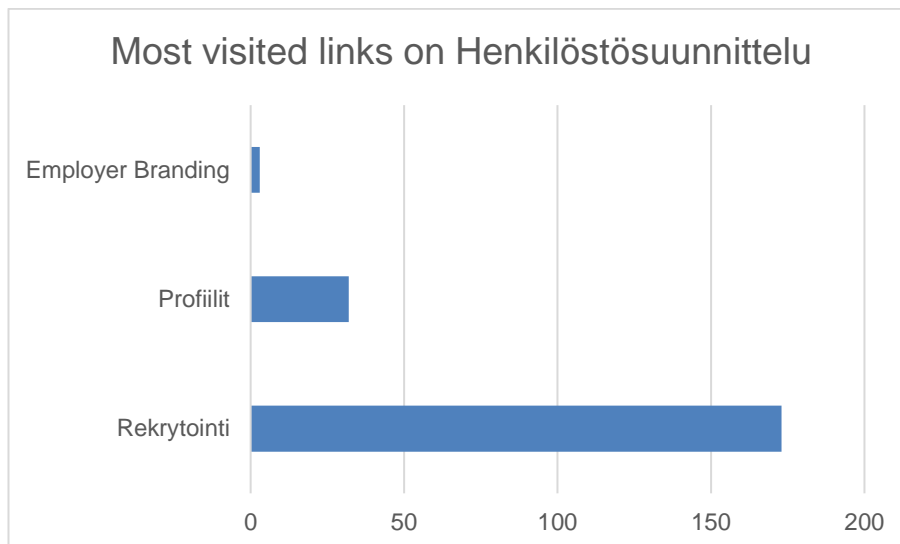


Figure 12. Most visited links on page *Henkilöstösuunnittelu* (HR planning)

*Henkilöstösuunnittelu* (HR planning) was the second most commonly viewed page under the HR site. As Graph 4 indicates, *Rekrytointi* (Recruitment) was the most commonly searched information with 173 views. *Profiilit* (Profiles) had 32 views and *Employer Branding* 3 views.

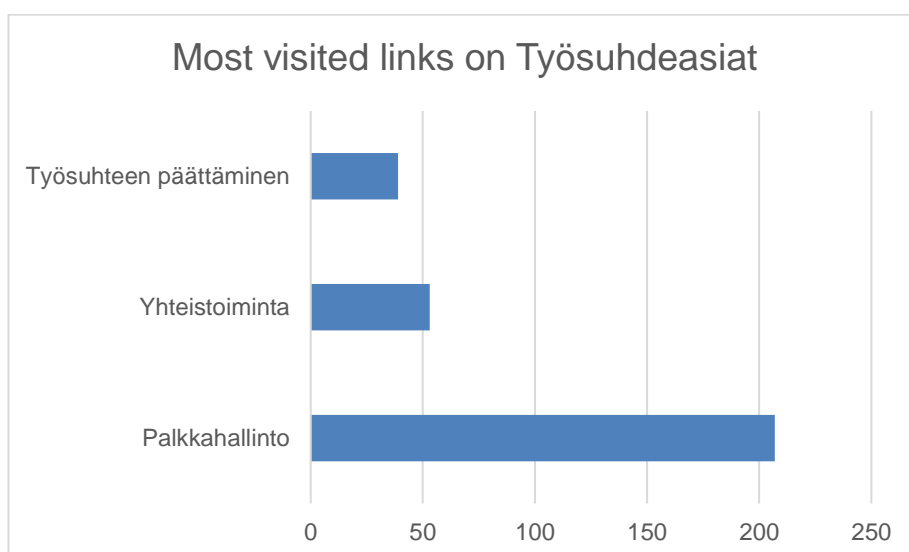


Figure 13. Most visited links on page *Työsuhdeasiat* (Employment matters)

The most visited link on *Työsuhteasiat* (Employment matters) was *Palkkahallinto* (Payroll) with 207 views. *Yhteistoiminta* (Co-operation) and *Työsuhteen päättäminen* (Ending employment) did not receive nearly as much views.

Not all of the pages under the HR site are covered in detail user-activity-wise, because some of the pages are not linked to many further pages and therefore have no valuable data on link-clicking activity.

## 5.2 Survey results

The survey contained 9 questions, as seen in Appendix 1. These questions were mainly closed questions, with the exception of 2 open-ended questions. The answers to the open-ended questions are provided in Finnish in Appendix 2.

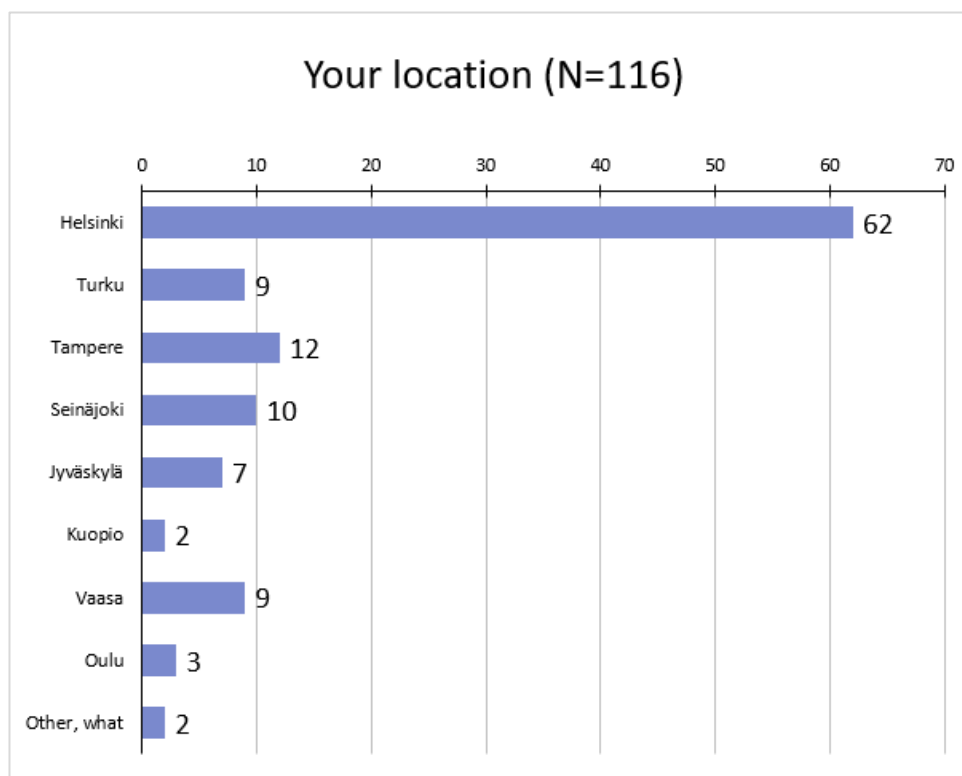


Figure 14. Question 1. Your location.

Figure 14 represents the answers given to question 1. Clearly most of the respondents were located in the Helsinki region. However, responses were received from all locations of business activity in Finland, which increases the validity of this research. The two

respondents who answered *Other*, *what* specified their locations. These answers will not be included in this research for the sake of anonymity.

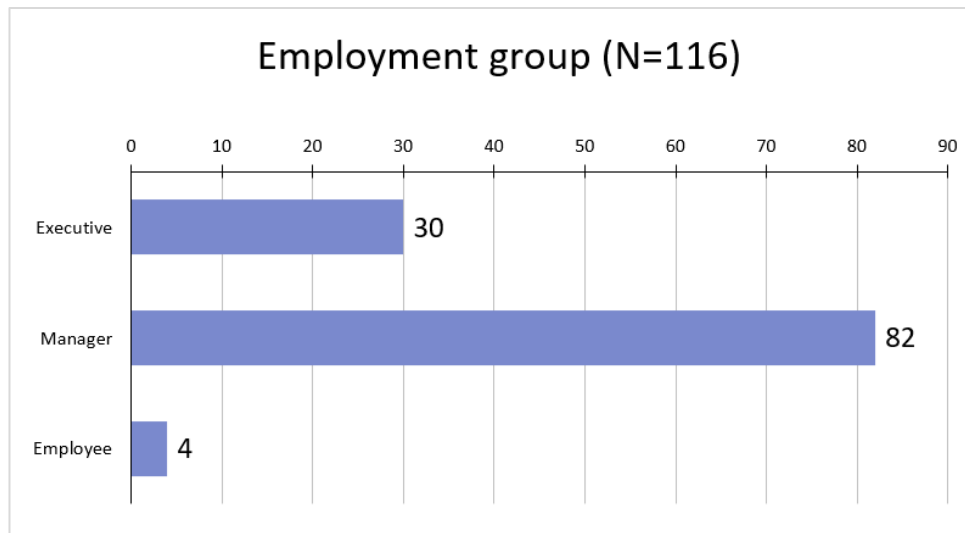


Figure 15. Question 2. Employment group.

The employment group was asked in order to map out any correlations with the difficulties in using Mappi. Most of the respondents work as managers (82), while some executives (30) and a few employees (4) also gave responses. The distribution roughly correlates to the expected user activity by employment group in Mappi.

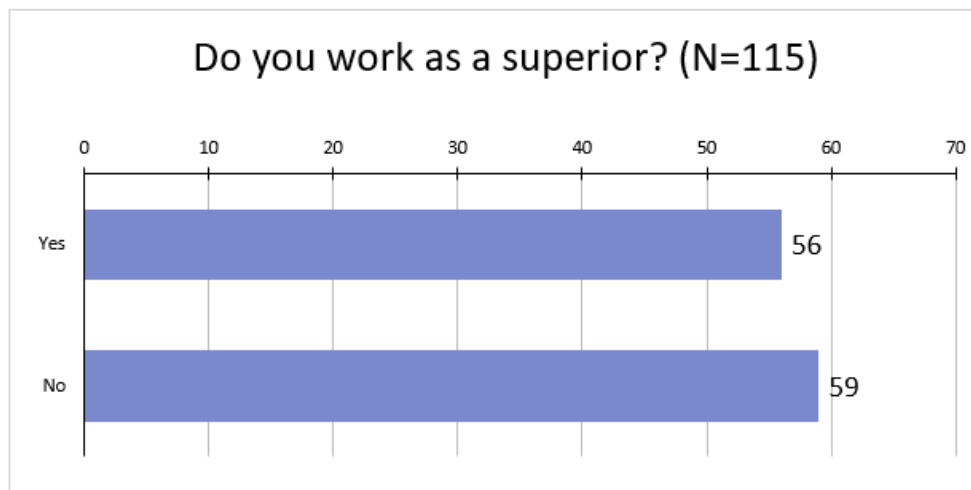


Figure 16. Question 3. Do you work as a superior?

As seen on Figure 16, 49% of the respondents reported working as superiors, while 51% were not superiors. This question was the last demographical question on the survey.



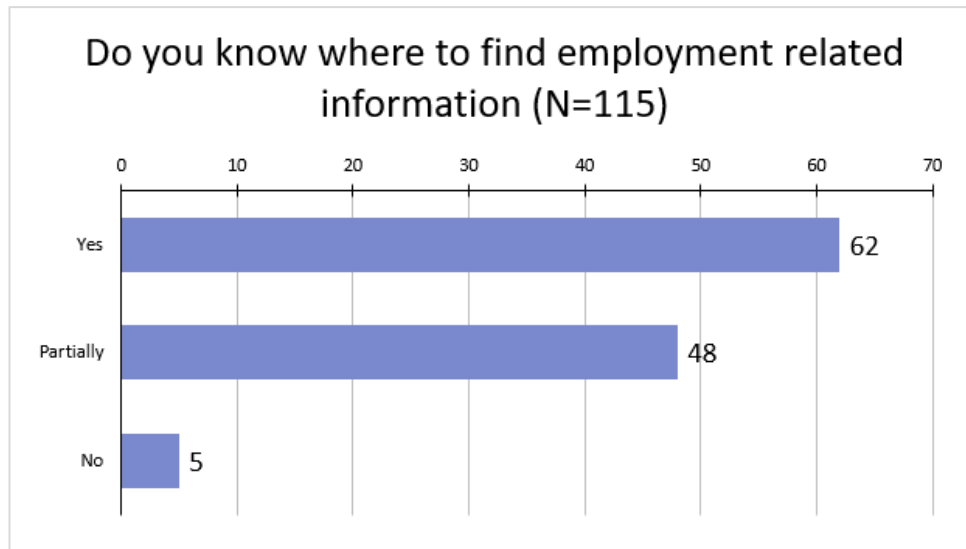


Figure 17. Question 4. Do you know where to find employment-related information?

Question 4, as presented in Figure 17, was a general question inquiring whether the respondents know at all where to find employment-related information. The question did not specify whether the respondents knew where in Mappi the information is available. Of the respondents 54% said they know where to find employment-related information. 42% knew partially, and 4% did not know at all.

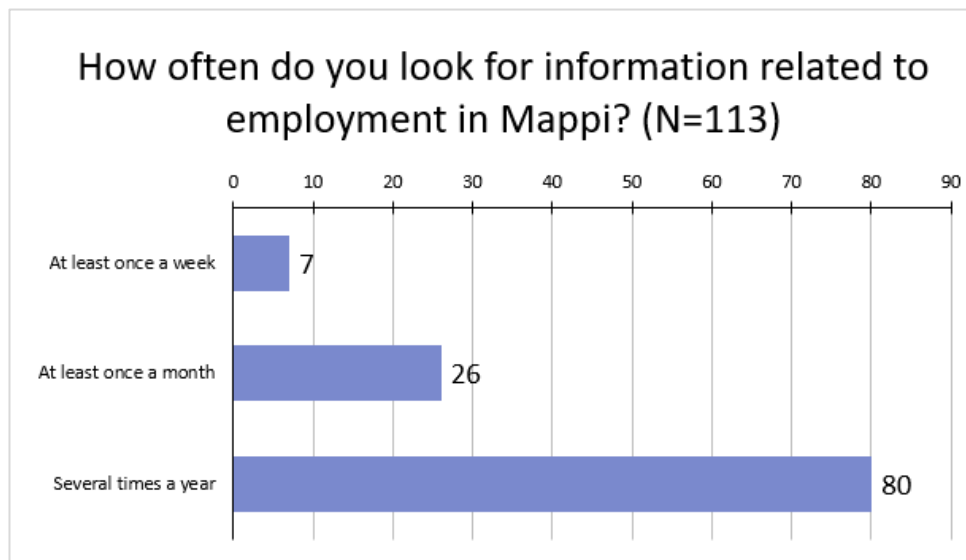


Figure 18. Question 5. How often do you look for information related to employment in Mappi?

Question 5 aimed to investigate how often users search for information regarding employment matters in Mappi. The answers indicate that most users only search for the information several times a year. As discussed in section 4.5, there may be uneven

knowledge of the structure of information on Mappi, as some users visit the site more frequently than others. According to the results in Figure 18, 7 users search for employment-related information at least once a week, which is statistically a large difference in comparison to the 80 users who perform the activity only several times a year. However, as 71% of the respondents reported to look for information only several times a year, a clear majority of respondents are therefore directly comparable to each other with regard to their user frequency on the site. For the sake of this study, the respondents are treated according to the majority and it is therefore assumed, that an average respondent looks for information relating to employment in Mappi only several times a year.

**How would you evaluate the following statements (1 = completely disagree, 5 = completely agree) (N=115)**

	1	2	3	4	5	Altogether	Average
I can find employment related information easily in Mappi	4	18	52	38	3	115	3,16
Mappi's HR site's content layout and appearance are functional	4	13	58	35	5	115	3,21
Navigating the site is easy	4	15	59	33	4	115	3,16
Information on the site is relevant to me	2	4	50	45	14	115	3,57
Information on the site is up to date	3	9	55	41	6	114	3,33
Altogether	17	59	274	192	32	574	3,28

Figure 19. Question 6. How would you evaluate the following statements?

Question 6 was asked the respondents to rate aspects of Mappi's HR site. The average ratings given to each of the categories was 3.28. The percentage division was as follows:

	Grade 1-2	Grade 3	Grade 4-5
I can find employment-related information easily in Mappi	19%	45%	36%
Mappi's HR site's content layout and appearance are functional	15%	50%	35%
Navigating the site is easy	17%	51%	32%
Information on the site is relevant to me	5%	43%	51%
Information on the site is up to date	11%	48%	41%

Figure 20. Percentage division of answers by grades.

According to the percentages, more respondents consider the aspects to be valued as grades 4-5 than those considering them as 1-2.

Question 7 was an open-ended question inquiring the reasons for any given 1s or 2s on question 6. The original Finnish answers are presented in Appendix 2 and the most relevant answers have been translated here for discussion.

The most frequently stated problems comprised of illogical placement of information, inoperative search-function, and out-of-date information. Many of the respondents said that they rarely use the HR site and cannot remember navigation paths or document and information locations. When they occasionally search for information on Mappi, it is time-consuming. One respondent mentioned that “information is poorly written ‘open’”, meaning that the message is not clear.

One respondent stated that “Finding information is difficult and the search-function produces old information.” Another reported that “I don’t use the service very often, so the structure of the site is unclear to me. The site has also had some outdated information.” Many of the respondents noted that Mappi’s HR site contains outdated information. “Some parts refer to last year” and “Information is often outdated or on old forms” explain the situation well. According to the responses, much of the outdated information comes up when using the search-function.

Comments relating to the structure of the site and the location of information stated for example that “The layout is a little confusing, info texts and possible links and menus could be more clearly distinguished from one another.” The respondent then specified

the issue as “Which ones are info texts, where are the relevant forms, other useful information/links connected to the subject.” In other words, the respondent would like a clearer navigation structure with clear indications of locations for documents and further information. Another respondent had a similar view with the comment “Structure of the site should be completely visible on the left side of the page. Navigating through shortcuts does not work, since the navigation paths are forgotten.” One respondent claims that there are “too many links behind links. Should maybe show more links at once or be clearer menu entirety. Shortcuts are also unnecessary. Simplicity is beauty (for example, on one side a menu which presents links as a dropdown menu).” Someone also comments that “a few sentences have their own page”. A comment also refers to the illogical placement of information with “for example, the training calendar is behind the Leading competency -link. One would think that it would be found behind the Topical-link, etc.”

Other comments stated that users wish for a column or a site for trustees to inform the employees of their duties. Another wish was for Mepco to be accessible from a home computer as well. Mepco is a cloud-based HR service used by Peab for example for reporting working hours and can currently only be accessed within the company’s internal network connection. Finally, one respondent suggested removing all unnecessary information and to separate information targeted for employees working as superiors.

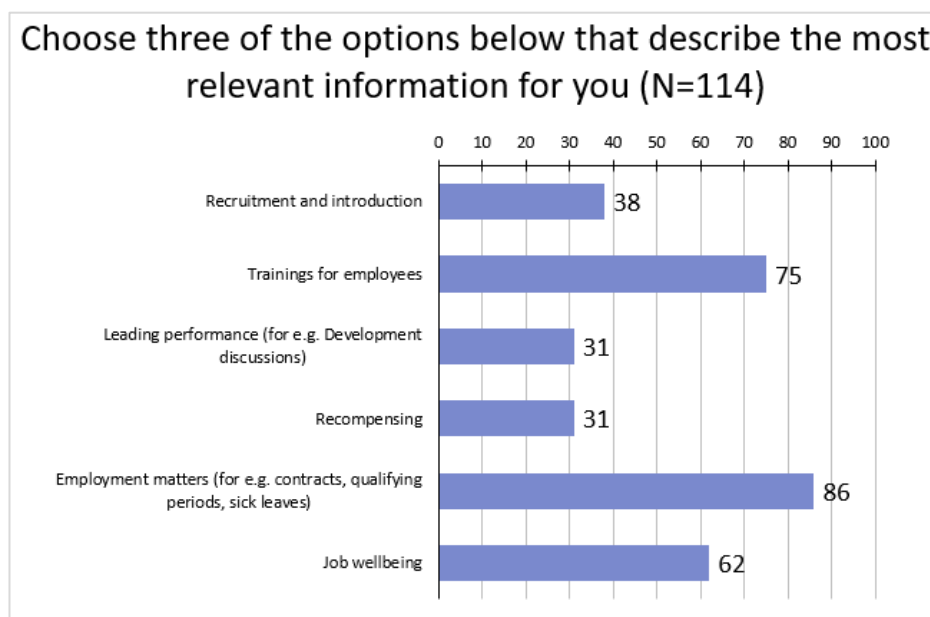


Figure 21. Question 8. Choose three of the options below that describe the most relevant information for you.

Figure 21 depicts the answers provided for question 8. Respondents were asked to select three options which they find most relevant for them. The top three options were Employment matters, Trainings for employees, and Job wellbeing. It could be anticipated that the answers are aligned to the most frequently visited pages as presented in Figure 10. The answers do not, however, completely correlate with the statistics obtained from Google Analytics, as the top 3 most visited links were Leading competence, HR planning, and Job wellbeing.

Question 9 was an open-ended question inquiring about the respondents' opinions on possible missing information on Mappi. The most relevant answers have been discussed below. The original answers in Finnish are presented in Appendix 2. The comments consisted of suggestions for needed documents, structural changes to the site, and wishes for personal introductions.

Users considered information relating to remuneration bonuses and collective labour agreements to be relevant documentations which are currently missing from Mappi. One respondent also requested for the updating of documentation relating to financial administration. In addition to these, a respondent asked for a summarised introduction of the company and Mappi for new employees, which could be referred to whenever needed.

The respondents suggested separating information targeted at superiors as well as trustees. A respondent took this idea further and suggested that the site be task-related, where the information presented to the user would be automatically filtered according to the user's position and tasks.

## **6 Discussion on research findings in relation to theoretical framework**

In this chapter I will discuss the data presented in the previous chapter and connect it to the theoretical framework provided earlier in this study.

## 6.1 User experience in theory and practice

The Shannon Weaver Model of Communication presented in section 2.1 provides a theoretical framework for the generalised communication process. In this case study the transmitter is Peab's HR department or Communication department which updates Mappi. Due to the size of the organisation, there may be multiple people updating the intranet simultaneously, and the information uploaded there might be written by one person, edited by another, and uploaded to Mappi by a third. This can potentially cause errors in the message transmission. The receivers of the message are the employees who have diverse backgrounds and hold uneven amounts of previously obtained information regarding the company or the industry. As presented in section 2.4, Hall (1959, in Stohl 2001, 351-356) suggests that cultural diversity and existing background information affect the context of the received message. Due to the noted difficulties in the use of Mappi, the receivers' user experience might be so negative that the feelings form perceptual filters, which affect the understanding of the received message. The message reception and understanding can also be negatively affected by noise from the working environment.

The Shannon Weaver Model of Communication suggests that the communication flow is from the transmitter to the receiver, with potential feedback given from the receiver to the transmitter. Currently messages are transmitted top-down according to Bovée and Thill's theory (2016). The receivers are not provided the opportunity to give feedback on the message. This current message transmission style indicates that the current communication process is aligned with the Shannon Weaver Model of Communication rather than the communication cycle presented by Curtis and Detert (1981, in McKenna 2006, 179).

As Isohookana (2007, 223) suggested, the objectives of internal communication are to promote organisational policies to employees, to create and maintain relationships, and to encourage employees to work towards common goals. Juholin (2009a, 101) supports this by explaining that to increase the effectiveness of internal communication, plans for systematic improvements should be undertaken. These plans should include communication objectives that identify key improvement points, such as increasing access to information on intranet, promoting organisational strategies and objectives, and informing the employees of opportunities to influence the organisation and its community. As Hardie (2009) suggests, the construction industry should aim to improve

innovativeness through management practices, which should promote the sharing of ideas and team working. This would be best approached by providing employees the opportunity to participate in the communication cycle. For the purpose of this study, the survey with open questions to allow respondents the opportunity to express their opinions freely has therefore been conducted. The feedback received transforms the one-way communication to two-way communication, thus creating a communication cycle.

To effectively transmit the intended message, the sender needs to consider the audience and their point of view. In addition to the aforementioned perceptual filters, in this case it is important to note that not all readers work as superiors, and therefore require different information. The messages should thus be transmitted through appropriate channels to reach the correct audience. An example of a channel adjustment to improve the user experience of Mappi's HR site could be to separate content intended for superiors from those intended for all employees.

As Vernekar (2016) suggests, intranets function as databases for internal documents. These documents may include materials which increase collaboration between employees and the organisation. Thus, intranets can be used to promote organisational cultures. Some of the survey respondents wished for introductions of the executive or management level and the HR team. Documents as such would improve the organisation's transparency and the overall team work within the organisation.

## 6.2 User experience through site structure

As Nielsen (2000, 188-191) suggests, when improving online communications emphasis should be on enhancing the structure of the site and the clarification of its hierarchy. To obtain the best possible outcome for this, again, the audience and their needs and wants must be considered. Aiming to provide clear answers to the questions "where am I" and "where did I come from" will help the user understand the logic behind the site navigation and the content structure, thus improving the memorability of functions. This in turn increases the efficiency of intranet use, and therefore improves overall work productivity. As Uimonen (2008) states, intranet content structures are often based on organisational structures, as is the case with Mappi's HR site. The content structure is organised from general information towards detailed information, while according to the survey results, users often search specifically for the detailed information.

When making changes to the intranet site to improve the user experience, it is vital to remember that less is more, and simplicity is beauty. Chaos leads to poor user experiences, while unity improves the usability of any interface, as the Gestalt Theory presented in section 3.2.3 suggests. This theory should be utilised with the instructions Sinkkonen et al. (2006) provided on creating standardised locations for standardised items, removing in-text links to clarify and standardise the navigation structure, and to use lists in text to create unity. These improvement suggestions also help the reader skim through text. To further aid the readers' skimming, clear and informative titles and subtitles should be used to separate paragraphs and contents. It should be noted that in the Finnish culture the readers' attention flows from left to right and top to bottom, and therefore the information should be placed according to importance, where the most relevant information is placed first at the top of the page, and the relevance and level of detail decreases towards the bottom of the page (Kuutti 2003).

## **7 Development ideas and suggestions for improvement on Mappi's HR site**

The aim of this study was to investigate how the commissioning company's HR communication could be improved in their intranet website. This subject was approached through the aspect of user experience, which the company reported to be poor. There are multiple ways in which to improve the user experience, one key method being constant updating of the online communication channel.

The web analytics and the survey have provided development ideas and improvement suggestions for Mappi's HR site. The main improvement suggestions are the following:

- Clarification of site structure
- Removal of outdated information and updating of information
- Fixing the search-function
- Separate sections for superiors and trustees



## 7.1 Clarification of site structure

The most significant issue with the user experience of Mappi's HR site seemed to be its unclear and confusing structure. The survey respondents claimed that it was difficult to navigate the site and find information. According to the respondents' comments, the difficulties were caused by an excessive amount of links on the main navigation bar on the left side of the page and shortcuts at the bottom of the page and occasionally on the right side of the page. Users wished for consistency and conciseness.

This problem could be attended to by clarifying the navigation structure. It is advisable to present the entire site structure either on the front page of the HR site or clearly on the main navigation bar by for example setting the link menu to be a dropdown menu. This way users could easily view the topics under each link without clicking on the link and navigating through the site in search of information.

The framework for the HR division presented in Figure 6 in section 4.1.1 has been used as the basis for the HR site structure. The structure could be utilised, but content of shortcuts and extra links placed on the bottom or right side of some pages should be divided according to this structure and placed under relevant pages. These pages should be titled appropriately and clearly to distinguish the content. In addition to the framework, a basis for structuring the navigation bar could arise from the most frequently visited pages as shown in section 5.1 and the most relevant information reported in section 5.2.

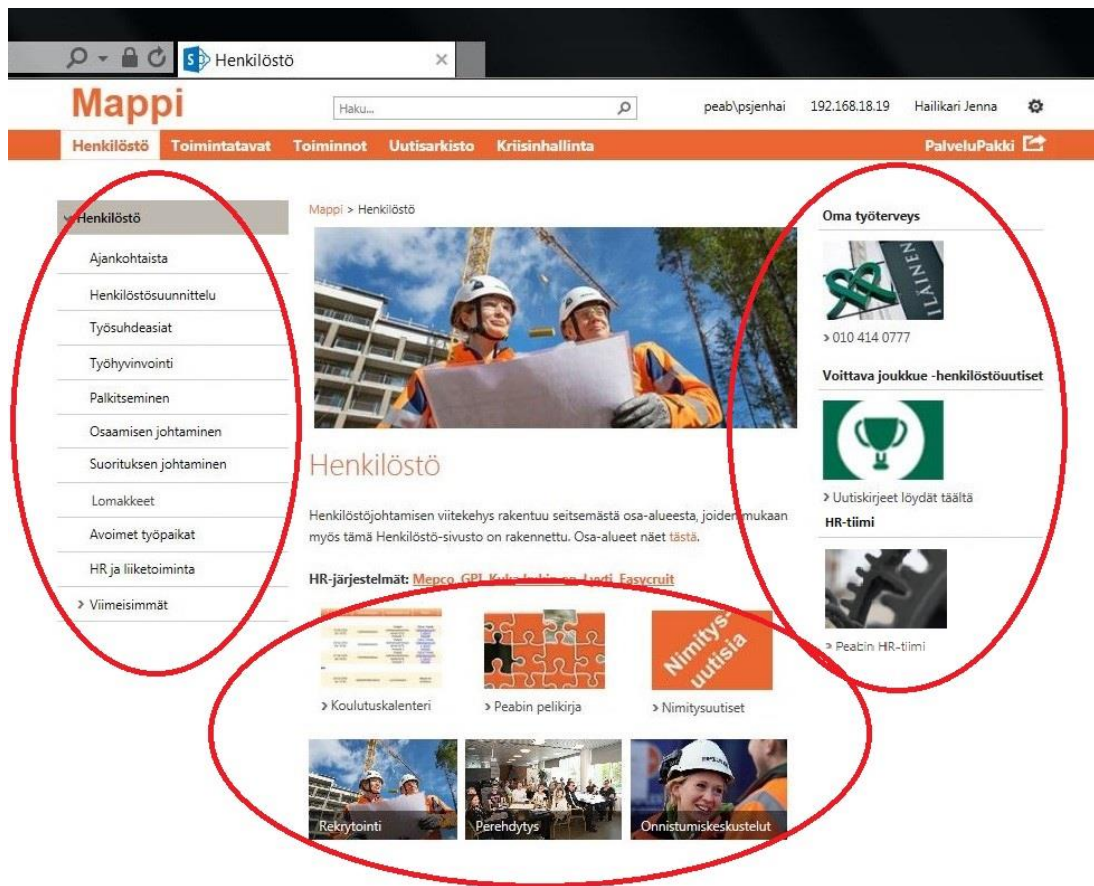


Figure 22. A suggestion for the reorganisation of the HR site's navigation structure.

Figure 22 represents a suggestion for the reorganisation of Mappi's HR site's navigation structure on the front page of the site. The main navigation bar on the left has been reorganised according to Google Analytics data on the most frequently visited links. The number of shortcuts at the bottom of the page have been reduced, and the shortcuts on the right represent the fixed position links, which should be visible on all of the pages on the HR site.

Furthermore, pages should contain more than a few sentences, and information could be combined under appropriate titles and divided by subtitles, bulleted lists, or other methods creating unity while clearly separating content. This would in turn reduce the amount of links, thus clarifying the navigation and improving the user experience. To further improve the navigation, it should be ensured that all links open to the current tab to create unity.

To further study the paths that users are taking to navigate in Mappi, the commissioner could consider utilising heatmaps such as Hotjar or Mouseflow, which track the

movement of users' mouse on a website. This could give a clearer picture of where the users end up navigating when searching for certain information. Likewise, the commissioner could create a wireframe structure of the optimal navigation menu for the HR site and consult the users on their opinions of its functionality.

## 7.2 Removal of outdated information and updating information

The users also reported much of the information to be outdated. Some texts refer to the year 2017. Some of the documents found in Mappi are also outdated, according to the respondents of the survey. The search-function produces outdated search results but seems to be unable to find up-to-date information even with strong, clear key words. Outdated information should be regularly removed for the intranet and the remaining information updated. The cluster of old information complicates the use of the search-function and confuses users. Scanning through chunks of information to find the newest updates takes valuable time and resources and causes negative user experiences, which reflect further in the employee satisfaction. To ensure that the removal of outdated information becomes a continuous process, organisations could select a person in charge to update information on regular intervals.

## 7.3 Targeting audience groups and adjusting information content

Much of the information on the HR site is targeted for persons working as superiors. This data holds no value to persons not belonging to this employment group. It has been suggested that the information be collected into a separate site for superiors. To support the work of the superiors and to provide them food for thought, the site could contain recent articles or other information on management. To further understand the communicational needs and wants of the target group, and similar survey or interviews could be conducted to the specific employment group. Likewise, from the survey results it could be suggested to add a separate column, blog, or site for trustees.

To improve job wellbeing through enhancing the organisational culture, introductions of employee groups such as the management, HR team, and trustees could be presented in Mappi. This would reduce the barriers to communicate caused by unfamiliarity with persons, especially when employees are located in different regional areas and rarely meet employees from other areas. Other documents required for Mappi's HR site are

collective labour agreements and information and instructions related to remuneration bonuses. Additionally, it would be advisable to add the HR department's employees' areas of responsibility and contact information in a clear place, so that if need be, employees could easily contact the HR department for further information.

For introductions of employees and employee groups as well as instructional information the commissioner could consider creating videos for the users to view. Videos are a good, creative and modern way to promote information to employees. Videos intrigue users and present a clear and demonstrative way to transmit a message to the audience. (Selkäinaho 2012.) Instructional videos are an up-to-date method for efficiently instructing the users and reducing the number of attached documents in the intranet.

With regard to any new information such as news, appointments, and updates, the commissioner should keep in mind that users are most active in Mappi on Mondays and Tuesdays, and that the activity declines towards the end of the week. Therefore, if news is shared at the start of the week, it is bound to reach a larger audience than the items shared towards the end of the week.

Once the HR site of Mappi has been updated and users have had time to experiment with the new navigation structures and other improvements made, it is advisable to conduct a second research. This research would study the user experiences gained on the updated HR site. Final adjustments could then be made to further enhance the user experience on Mappi's HR site.

#### 7.4 Self-assessment on the research and learning process

The greatest benefit for me during this thesis process was to learn about this particular topic. As corporate communication digitalises at a fast pace, it is beneficial to be competent in the use of these communication channels. I would potentially like to pursue a career in corporate communication, especially with internal communication, and therefore have found this topic and the research conducted very intriguing.

I learned a lot about the challenges users might face with online communication, and how these challenges might affect the user experience. As a result of the research conducted, I learned to produce self-administrated surveys and analyse data.

Furthermore, I learned cooperation between certain departments or organisational levels and the employee base of an organisation. I also gained project management skills, discipline, and time-management skills, as the process was relatively time-consuming and required a lot of effort.

My greatest difficulty was prioritising information based on relevance to the specific topic. The topic was extremely broad, and it took as a lot of self-discipline to evaluate the relevance of information and to narrow the topic down by ruling out parts that were not deemed relevant for this study, while further looking into other applicable topics. This is especially true for the communication frame of reference, and there may still be room for improvement in the future.

This project gave an inspiration to study the subject further. I would like to work with similar projects in the future and potentially continue working on this project as well, as my employment for the commissioning company continues. I feel that I have gained a good level of understanding and knowledge on the technicalities of online internal communication, especially through intranets, and I now know how to enhance the user experience of intranets.

## **8 Conclusion**

This study conducted for Peab Oy suggests several reasons for the employee dissatisfaction of the commissioning company's intranet's HR site. The average Mappi's HR site's user browses the site several times a year. This relatively irregular usage leads to users forgetting site content structures and navigation paths, thus causing frustration and dissatisfaction in the users. The average user also finds the information on the HR site to be somewhat insufficient and outdated.

Several suggestions have been provided for the commissioning company to improve their HR site. Focus should be on improving the site structure, where content should be arranged in the order of relevance, in fixed positions, and within logical browsing paths. Data has been obtained from Google Analytics to provide information on the actual user navigation paths and the frequency of link clicks. This data can be used to determine the relevance of information for users.

In addition to clarity, Mappi requires updating of information. Much of the information is currently out of date and according to the survey respondents, this is one of the major reasons behind the dissatisfaction. Outdated information should be removed, and the remaining information regularly updated. It has been suggested that the company starts using videos and other up-to-date forms of information sharing especially for material such as instructions.

Some survey respondents expressed their frustration regarding the lack of targeting of the company's internal communications. Mappi contains information targeted to superiors and employees, and when searching for information employees often find themselves browsing through information targeted for superiors. As suggested, the company could introduce a separate site for superiors or separate the target audience in other ways, so that users could easily find the information relevant to them. Furthermore, I found this study to be very interesting and educative and would wish to continue working on such projects in the case company.

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## Translation of the survey for the users of Mappi

This survey is part of a thesis conducted for Metropolia UAS. The thesis studies ways to improve the user experience on Mappi's HR site. This survey maps out problems users are having when using the HR site. Answering will take less than 5 minutes.

1. Your location
  - Helsinki
  - Turku
  - Tampere
  - Seinäjoki
  - Jyväskylä
  - Kuopio
  - Vaasa
  - Oulu
  - Other, what?
2. Employment group
  - Executive
  - Manager
  - Employee
3. Do you work as a superior?
  - Yes
  - No
4. Do you know where to find employment-related information?
  - Yes
  - No
  - Partially
5. How often do you look for information related to employment in Mappi?
  - At least once a week
  - At least once a month
  - Several times a year
6. How would you evaluate the following statements (1 = completely disagree, 5 = completely agree)
 

I can find employment related information easily in Mappi	1, 2, 3, 4, 5
Mappi's HR site's content structure and appearance are functional	1, 2, 3, 4, 5
Navigating the site is easy	1, 2, 3, 4, 5
Information on the site is relevant to me	1, 2, 3, 4, 5
Information on the site is up to date	1, 2, 3, 4, 5

7. If you gave a grade 1 or 2 for any of the statements above, please specify your reason for the grade.
8. Choose three of the options below that describe the most relevant information for you
  - Recruitment
  - Trainings for employees
  - Leading performance (for e.g. development discussions)
  - Recompensing
  - Employment matters (for e.g. contracts, qualifying periods, sick leaves)
  - Job wellbeing
9. Do you think some relevant information is missing from Mappi?

## Open-ended questions on survey, original answers

**Kysymys 7. Mikäli annoit jostakin edellisen kysymyksen kohdasta arvosanan 1 tai 2, niin tarkentaisitko, minkä vuoksi annoit kyseisen arvion.**

- 1) Tiedon löytäminen on haasteellista ja hakutoimintojen kautta tulee myös vanhaa tietoa.
- 2) Sisältö ei ole mielestäni kovin helposti löydettävissä sivustolta eli tieto löytyy toisinaan mielestäni epäloogisesta paikasta. Lisäksi haku toiminto ei ole järin toimiva.
- 3) En muista että olisin koskaan löytänyt tiedon heti ensimmäisellä yrittämällä ts.suoraa polkua pitkin.
- 4) Osa otsikoista aukeaa uuteen ikkunaan ja osa avautuu samaan ikkunaan, mitä on selaamassa, mikä on mielestäni hieman sekavaa. Lisäksi sivupalkin kuvakkeet otsikkoineen näkivät jossain näkymissä, mutta eivät kaikissa. Henkilöstö-sivujen rakennetta on hieman hankala hahmottaa.
- 5) Mappi kokonaisuudessaan uskomattoman sekava tekele.
- 6) 6.1 Koska ensinnäkin ei tulisi ensimmäisenä mieleen mennä ks. sivustolle etsimään asiaa.  
6.2 Asettelu on epäselkeää. Vasemmassa reunassa on kamaa, alareunassa on kamaa, vasemmassa reunassa on kamaa. Linkkien takaa löytyy yllättävää kamaa. Esimerkikis osaamisen johtaminen linkin takaa löytyy koulutuskalenteri. Kuvittelisi, että se löytyy ajankohtaista linkin takaa jne.  
6.3 Ei ole todellakaan helppoa sen epäselkeyden vuoksi.
- 7) Osassa asioita viitataan esim viime vuoteen.
- 8) Hakua käyttämällä on vaikea löytää etsimäänsä ja hakutulokset tuntuu olevan ihan muusta aihepiiristä. Vanhoja yms lomakkeita tulee haun yhteydessä vastaan.
- 9) Jaottelu ei jotenkin toimi.
- 10) Mapista tiedon etsiminen vie kohtuuttomasti aikaa. Ei ole selkeä.
- 11) Sivustorakenteen pitäisi näkyä kokonaan vasemmassa reunassa. Kuvakkeiden kautta siirtyminen ei toimi, sillä polut unohtuvat. Kaikki sivustolta löytyvä tieto ei ole olennaista esimiestyön kannalta - turha pois. Tekstit ja lomakkeet ajantasaisiksi.
- 12) Moni asia pitää etsiä hakutoiminnolla, koska ei yhtäkkiseltään ole hajuakaan mistä mikäkin löytyy, kun harvoin tarvitsee mappia käyttää. Liikaa valikoita valikoiden takana. Pitäisi ehkä kerralla näkyä enemmän, tai olla selkeämmät päävalikko-kokonaisuudet. Pikavalinnat ovat myös mielestäni turhia.

Yksinkertaisuus on kaunista (esim sivulaitaan yksi valikko, josta näkyy valikkojen alla alasvetovalikoita).

- 13) Tieto on usein vanhentunutta tai vanhoilla pohjilla, järjestöön epäloogisissa paikoissa, piilotettuna sivupalkkeihin ja pieneen pranttiiin. Erilaisia pieniä "lokeroita" ja alisivuja on aivan liikaa, muutaman lauseen mittaisille asioille on oma alisivunsa.
- 14) En ole tarvinnut henkilöstöpalvelua ennen mutta olen iloinen että sellainen mahdollisuus on.
- 15) Ei ole loogisesti ns. satunnais käyttäjälle tiedot löydettävissä. Osa tiedoista on jonkun linkin takana oikeassa laidassa osa alhaalla ja osa vasemmalla. Kaikki saman valikon alle vain ja pika linkit sit alhaalla tai oikealla. Useasti joutuu klikkailemaan, että minkä alta löytyy mikäkin tieto. Luotaamushenkilöpalsta kaipailtaisiin, jossa tiedotettaisiin luottamushenkilöiden toimesta.
- 16) Tukea ja tietoa ei HR:ltä ole saanut koskaan. Kaikki tieto on haettava itse googlettamalla.
- 17) Ei ole ollut tarvetta tutkia. En ole kenenkään esimies. Omat oikeuteni ja velvollisuuteni tiedän.
- 18) Koko Mappi on sekava ja hakutoiminto ei ole kovin tehokas.
- 19) En käytä kovin usein ko. usein palveluita, joten sivuston rakenne ei ole itselleni itsestään selvä. Sivustolla on myös jonkin verran ollut vanhahkoa tietoa.
- 20) Koko Mappi on yleisesti ottaen vaikea rakenteeltaan ja haku-kenttä ei toimi toivotulla tavalla.
- 21) Sivustolla oleva tieto on tarpeellinen minulle-> En juuri käytä Henkilöstö-sivua.
- 22) En ole kauheana etsinyt työsuhteeseen liittyvää tietoa Mapista.
- 23) Vähän on kököti sivustot. En koe, että siellä on tarpeellista tietoa juuri minulle.
- 24) Hakemisto on sekava.
- 25) Harmillista on, että Mapin kautta mennessä Mepcoon ei voi laittaa tuntikorttia esim. kotoa käsin.
- 26) Välillä on vaikea löytää kun jotain etsii.
- 27) Tullut vasta niin hetken käytettyä, että en osaa vielä kaikkea.
- 28) Etsimispolut ei ole loogisia ja tieto kirjoitettu huonosti "auki".
- 29) Asettelu on hieman sekava, infotekstit ja mahdolliset linkit ja valikot voisivat erottua selvemmin toisistaan. Eli mikä on infoteksti, missä on tarvittavat olennaiset lomakkeet, muut hyödylliset asiaan liittyvät asiat/linkit.
- 30) En ole aina varma mistä tai minkä tiedon alta etsittävä tieto löytyy. Lisäksi Mappi on välillä hidas ja miettii kun sieltä etsii kaipaamansa tietoa.

**Kysymys 8. Puuttuuko Mapista jotakin mielestäsi tärkeää tietoa?**

- 1) Ei.
- 2) Helpparin numero voisi olla etusivulla.
- 3) Johdon henkilöesittelyt.
- 4) Henkilöstö asioiden hoitoon liittyvät henkilöt voisivat olla jotenkin paremmin esillä - että keneen otat yhteyttä, se on joskus ollut epäselvä.
- 5) Mapista varmaankin löytyy kaikki tieto, sitä vain joutuu etsiä.
- 6) Tulospalkkion määräytyminen ja sen määrän laskenta.
- 7) Onko työehtosopparit siellä? Juuri nyt en muista.
- 8) Ihan varmasti. Esimerkiksi firman tulospalkkiosääntö. Lisäksi hakutoiminto on ala-arvoinen.
- 9) Ei, kaikki jees.
- 10) Oma sivusto pelkästään esimiehille.
- 11) Luottamushenkilöiden oma palsta.
- 12) Kaikki yllä olevat.
- 13) Mapin selkeyttäminen ja ajantasaisuus tärkeitä, nämä kuntoon!
- 14) Sivusto voisi olla rooli kohtainen,,kaikki ei tarvitse kaikkille tärkeää tietoa. Eikö tämä ole tätä päivää esim valtionhallinnossa.
- 15) Mepcon toimintaa laajennettava muuallekin kuin työpaikalla käytettäväksi.
- 16) Taloushallinnon lomakkeet ja tarvittavat todistukset ja vakuutuskirjat eivät ole ajan tasalla.
- 17) Uudelle työntekijälle jonkinlainen tiivistetty perehdytys paketti mapista ja yrityksestä, josta voisi asioita kerrata tarvittaessa.